



**Be.CULTOUR**  
Beyond cultural tourism

## Be.CULTOUR:

### “Beyond CULTural TOURism: human-centred innovations for sustainable and circular cultural tourism”



#### HORIZON 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627

Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action: IA (Innovation action)

## Deliverable 3.5

### Action Plans and concept solutions for sustainable cultural tourism in pilot heritage sites

**Due date:** 31/07/2022

**Submission date:** 29/07/2022

**Deliverable leader:** ICLEI Europe

**Type:** Report

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#### Disclaimer

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#### Dissemination Level

- |                                     |   |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <b>PU:</b> Public   |
| <input type="checkbox"/>            | <b>CO:</b> Confidential, only for members of the consortium (including the Commission Services) |

## Abstract

In the first half of the Be.CULTOUR project (M1-M18) Local Coordinators in Pilot Heritage Sites (PHS) located in Italy (Basilicata), Spain (Aragon), Cyprus (Larnaca), Sweden (Västra Götaland), Serbia (Vojvodina) and the cross-border region of North-East Romania and Moldova (Cross-Border region) **established local Heritage Innovation Networks and co-created activities as the Be.CULTOUR Community of Practice**. This deliverable focuses on the process during a series of three workshops and between them, involving relevant stakeholders, **taking into account specific Innovation Areas** established in the project, and its result in form of **six local Action Plans for circular cultural tourism**.

**PART I of the deliverable outlines the human-centred approach applied in Be.CULTOUR workshops<sup>1</sup>.**

The advantages of using this approach in collaborative design of solutions by local communities are explained. Attention is also paid to the ethical issues in co-creation processes that were considered at the planning stage of three local workshops during which the communities met, brainstormed and made plans for the future. The structure of the workshops and the specific exercises contributing to **collaborative creation** are discussed. One of the objectives of the workshops was to gradually define **needs, challenges, strengths and weaknesses of the local communities** in relation to the **ambition of developing circular cultural tourism and to the Be.CULTOUR Innovation Areas**. The participants also reflected on the **recognized and hidden assets related to the tangible and intangible cultural heritage**. In Be.CULTOUR, engagement of local communities constituted the starting point for formulating strategic actions to valorise the **discovered potential of cultural and natural heritage assets** and solve local problems. In order to better understand the scope of the proposed actions, the context of each Pilot Heritage Site is briefly described based on the results of the three local workshops. Thus this analysis is an example of **situated knowledge** (Haraway 1988), **it reflects the condition in which it was created**, takes into account the local identity, the individual approach to the human-centred methodology and the understanding of cultural heritage by its owners and potential visitors.

**PART II synthesises the activities proposed in individual Action Plans by communities in Pilot Heritage Sites, focusing on an innovative approach to the main concepts in the project.** It shows how Action Plans reflect on **the circular economy in cultural tourism, human-centred approach and development, and the idea of cultural tourism as a driver of Europeanisation**. Thus it discusses how the project might contribute to **regaining harmony between cultural heritage, environment and people while applying innovative solutions and creating ground for using novel methods for tourism**

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<sup>1</sup> The human-centred approach in Be.CULTOUR is explained in D3.1 and D3.2.



**flows metabolism assessment.** The specificity of individual Pilot regions and its impact on the thematic and organisational scope of the proposed activities are emphasised. **Cultural heritage is understood as a unique value constituting shared identity of the communities and at the same time means of entrepreneurial development in line with the challenges resulting from climate change, depopulation, and others.**

In the concluding section, the Action Plans are contextualised within a broader context of activities foreseen in the second half of the project (**Hackathon, Acceleration Programme, learning scheme with the Community of Interest**). The focus is on an approach that goes beyond cultural tourism and reflects the sustainability of ideas developed as results of community effort.

**PART III contains appendixes.** The appendix of this deliverable includes **three toolkits** that guided the local workshops through co-creation exercises and **six Action Plans** authored by each Pilot Heritage Site.



## 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	
2	European Regions Research and Innovation Network	ERRIN	
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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<sup>2</sup> Co-authored by Stephania Xydia (ICLEI Europe).

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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 the **16 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 innovative human-centred 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 a 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 16 “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.



## 2. Introduction

### 2.1. Document structure

This document consists of three parts. PART I describes the process of creating the six Action Plans for circular cultural tourism in Be.CULTOUR Pilot Heritage Sites mainly supported by three workshops. This co-creative work was based on the human-centred approach applied in Be.CULTOUR in order to meet the needs of the local communities, valorise the **unique cultural heritage in remote destinations**, and develop **innovative solutions** that would contribute to the implementation of **circular mind set in cultural tourism**. In order to better illustrate the path that led to the formulation of the Action Plans, the **context of human centred approach, its advantages and risks** that may arise and that have been taken into account in the design of workshops, is presented. Three workshops are also described, reflecting the fundamental steps in the co-creational process, key pillars of Be.CULTOUR and its Innovation Areas. The structure of each workshop is explained and what tools were used to support cooperation among stakeholders, many of whom met for the first time during the Be.CULTOUR workshops.

PART II is devoted to the results of the undertaken steps described in PART I. The Action Plans are briefly described, compared and commented to show how they may **contribute to the discussion on the local level in six territories**, be **part of the debate on circular cultural tourism in general** and also **serve as inspiration for the Be.CULTOUR Community of Interest and beyond**.

PART III includes six Action Plans authored by the Be.CULTOUR Pilot Heritage Sites and three toolkits developed by ICLEI for guiding the workshops with explanations of exercises fostering co-creative processes.

### 2.2. Objectives of this deliverable

The main objective of this deliverable is to show the way towards development of the **Action Plans for circular cultural tourism in six Pilot Heritage Sites**, and to display the **Action Plans themselves**. Thus the process and concrete results of Be.CULTOUR are discussed including actions and place-based solutions which takes into account Innovation Areas in all six Pilot Heritage Sites. By showing the Action Plans as part of a broader process in the whole project and beyond, links are made to further steps foreseen in the second part of the project. This includes innovative solutions that will be developed during the **Hackathon at ICHEC International Business School in**

Brussels and later might be awarded with the possibility to prototype and test close-to-market services/products for sustainable and circular cultural tourism in Pilot Heritage Sites (WP5) in the framework of **Be.CULTOUR Innovations Accelerator programme**. Furthermore the steps and outcomes described here are part of peer-learning activities (WP5) and constitute an experience that could be replicated and scaled up beyond the framework of the project. This deliverable creates starting point for further outcomes to be obtained, among others D3.7 – Report on after-project sustainability of Action Plans in pilot and mirror regions (WP3), D4.5 – Be.CULTOUR Webinars (WP4), D5.13 – Be.CULTOUR Guidebook “Beyond Tourism” (WP5).

## 2.3. How to read and use this document

The document is designed as a linear narration, although it is possible to read its individual parts. **PART I** can be treated as inspiration and guidance for initiatives of a similar nature, the aim of which is to develop a strategy for the future by involving a diverse group of stakeholders. Thematic focus is on a circular approach to cultural tourism and more general to cultural heritage. The attached three toolkits illustrate this process and could be used as supplementary reading or practical guidebooks for workshops facilitators, communities, NGOs, local governments, and educators. **PART II** discussed the actions, sub-actions and innovative solutions included in the six Action Plans. Holistic approach was adapted here to show commonalities and differences as well as to highlight the individual background in which the ideas are embedded and the gained knowledge situated. **PART III** with six Action Plans can be read as examples of strategic documents developed by the local communities to foster circular cultural tourism. Appendix including three toolkits used during the local workshops has practical character.

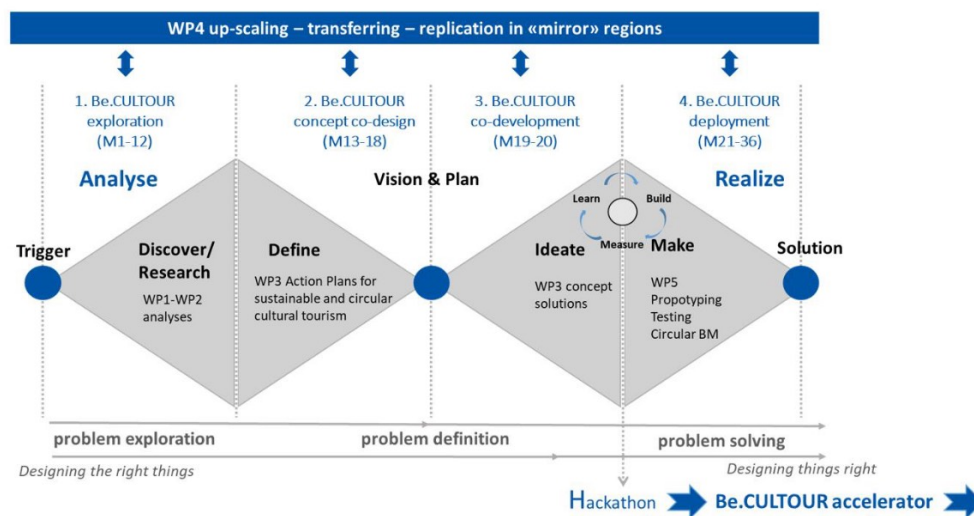
## PART I

### 3. Co-creation process in working on Be.CULTOUR Action Plans

#### 3.1. Human-centred approach - framework


The human-centred approach adopted in Be.CULTOUR has been described in the deliverable D3.1. [Protocol/Methodology for human-centred innovation in sustainable and circular cultural tourism](#) (v.1). In addition, the approach adopted in relation to further project activities (including the Hackathon and Acceleration Program) will be described in version 2 of the same deliverable. In this deliverable (D3.5) the **practical application of the human-centred approach in**

work with concrete communities has been highlighted. The aim is to show the work on Task 3.3. (Concepts ideation of innovative solutions for sustainable cultural tourism implementing the circular economy and circular city/territory model) as a process of awakening creativity and empowering the ecosystems of local stakeholders by giving them the leading role in actively shaping the path of strategic development towards circular cultural tourism. The process described here contains two phases from the Be.CULTOUR methodology: exploration and concepts co-design which will be explained in detail in the next paragraph.



**Figure 1 Co-creation methodological framework in Be.CULTOUR. Source: deliverable D3.1**

The human-centred approach as one of the pillars of the project permeates various activities, providing a background for new solutions in the field of circular cultural tourism. It highlights several aspects resulting from the empowerment of the people involved in the co-creation process. In Be.CULTOUR, **local communities around Pilot Heritage Sites are considered to be experts in understanding of their place and potential and thus touristic attractiveness (in relation to opportunities as well as risks)**. People, organisations, individuals and communities, were involved in the design process based on their **tacit knowledge and awareness of the uniqueness of the area**. At the same time however, the communities living in a given space need to see their surroundings with **new eyes to restore local pride**. In working with various groups facing similar challenges numerous approaches based on cooperation and analysis of problems from the




perspective of people experiencing them are applied<sup>3</sup>. Examples include Action Research, Participatory Action Research, and community-based participatory research. In Be.CULTOUR references were made to these methods during particular exercises (e.g. serious game, stakeholder mapping, iteration in various modules), however the general approach in the co-creation phase was more **creativity and innovation oriented**. This enabled the communities to think of the cultural heritage as a means of re-establishing the local identity, to consider themselves at the same time as **service providers, beneficiaries and visitors** in the region who are taking advantage of what it has to offer and are also shaping this offer by understanding how to meet the needs of people coming from other areas. The famous sentence *Belief in your creative capacity lies at the heart of innovation* by David Kelley (IDEO) served as inspiration for developing this concept of work on the ground, facilitated by the local coordinators with the support of mentors and experts. In this way, as highlighted in the literature on human-centred approach, reference was made to the users and simultaneously to the principles of design for all (Clarkson et al. 2003), human-centred city, open innovations (Chesbrough, Appleyard 2007). Objectives of using this methodology and also adapting elements of other approaches in particular exercises delivered during workshops (e.g. customer journey mapping, scenario development, role-playing) were fostering innovation, deepening awareness of the challenges resulting from the climate shock and developing unique answers that can be **applied locally and also replicated globally**.

Given the limited time within the project framework integrating few powerful tools from broadly understood human-centred methodology has proved to lead to developing of solutions that might have great reach, are to be adapted in short-term and long-term perspectives complementing each other, add innovation to heritage management, and enhance further work on strategies for local policies in the time of crises.

With the strong focus on human-centred approach in six Pilot Heritage Sites, while developing the framework for the process involving real communities with their values, needs, working conditions and organisational culture, it was necessary to **know the advantages and disadvantages of the methods and tools themselves** (Steen 2018, Watts et al. 2018). The questions connected to the **empathy and ethics** included the issues of **how to centre attention on humans while solving environmental problems caused by humans, how to ideate rapidly giving the diverse participants with various skills and abilities the opportunity to contribute, how to deal with the authorship of ideas in open innovation, how to use the unique creativity of the participants of the**

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<sup>3</sup> Overseeing a problem could be considered as part of the problem and is not a contradiction to treating the communities as experts. Identifying the hidden threats (as well as opportunities) is part of the process and empowers the participants by broadening their expertise.



**process and taking a responsibility** once the tasks foreseen in the project are completed. The solution to these problems was to develop a Community of Practice and beyond based on **trust**. This applied to both the relationships within the consortium and within the individual stakeholder ecosystems. This whole process of *supporting the development of the Action Plans* was a **meta-reflection of the process of the development of the Action Plans** - iterative, enabling feedback loops, inclusive and affirmative. On the basis of progress reports, discussions during MeetUps, bilateral talks, meetings with mentors, problems were identified and specific solutions were sought. An example was the answer to questions about how individual ideas submitted during the workshops, but ultimately omitted from the Action Plans due to their overly specific nature, can expect support. The reaction was to provide the first results of the work within the Work Package 2 in relation to the individual needs and show opportunities beyond the Acceleration Phase of Be.CULTOUR with information on tailored funding alternatives. Although the process of human-centred approach includes three main steps represented in the project by three workshops, local coordinators tried to engage the communities also between the workshops to tackle another issue - decrease of engagement over time. For example additional webinars and consultations were organised which manifested the ability to manage flexible roles in the project and **react**.

The project team also referred to the experiences made in other Horizon 2020 projects in which action plans or similar strategic documents for cultural heritage in relation to environmental challenges were developed. This included CLIC ([Pilot Local Action Plans: One Approach, Divers Outcomes](#)), Open Heritage ([Local Action Plans](#)), ILUCIDARE ([Focus Groups and Co-creation Ateliers](#)), ROCK ([Integrated Management Plans](#)).

The unique element of a conscious, affirmative and inclusive human-centred approach is that it is anticipated that only humans (despite the rapid development of artificial intelligence) have the capacity to imagine changes, develop scenarios for the future and search for answers to the questions “How might we?”<sup>4</sup>. **These skills enabling reflection on what is and what could be are supplementing the responsibility the Pilot Heritage Sites are taking now in order to implement the actions that have been designed together. By doing so they contribute to care also in more-than-human settings (e.g. by putting attention on the pollution affecting several species).** First ideas of tangible-intangible products and services rooted in natural-cultural heritage - apart of dualism -

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<sup>4</sup> This question is not mentioned here by accident. This is at the same time a name of a co-design tool often used in the IDEATION phase. This tool was adapted to the requirements of the project and included in the toolkit for the second local workshop (see appendix).

discussed in PART III are not only results of human-centred approach as business strategy (Giacomin 2015) but can also go beyond human-centred approach as creative strategy highlighting phenomena in the living systems (Jones 2022) that are to be considered part of the circular cultural tourism. The holistic approach to these major challenges that must be solved requires not only what can be provided within a framework of a project, based on proven methodologies, but needs to trigger actions fuelled by the cultural values, artefacts and assumptions the heritage is manifestation of. The already mentioned tacit knowledge needs further place-based and people-based sources of information. Thus in relation to the research literature the experience the six Be.CULTOUR Heritage Innovation Network were part of could be seen as an example of generating situated knowledge. Highlighting the better understanding of the local heritage with intuition and generational expertise in dealing with uncertainty<sup>5</sup> from this point of view could be an added value of the project, arguing the limits of dualistic approach in perceiving and tackling climate change with innovative circular solutions in cultural tourism and beyond.

### 3.2. Action Plans as part of the co-creation process

As described in the D.3.1. the Be.CULTOUR human-centred co-creation methodology follows four main steps:

1. Exploration phase (M1-12)
2. Action Plans and Concepts co-design phase (M13-18)
3. Co-development phase (M19-20)
4. Deployment phase (M21-36).

This deliverable focuses on the second step: Action Plans and Concept solutions co-design phase. The aim of this phase was to develop first concept ideas of innovative solutions for circular cultural tourism. According to the human-centred approach this phase was collaborative, inclusive and iterative. In synergy with results of previous steps the local communities were working together to ideate concepts responding to the identified needs and introducing sustainable, circular solutions in six Pilot Heritage Sites.

This phase was developed in several steps:

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<sup>5</sup> See current discussion on “diving deeper into the concept of cultural heritage”, Mazzochi 2022; Łukaszewicz 2022.



1. Building Heritage Innovation Network in Pilot Heritage Sites
2. Organise Local Workshops (three in each Pilot Heritage Site)
3. Define the initial collaboration Pact ("Local Pact")
4. Define the Innovation Areas, transversal innovation approaches adopted and emerging trends to be considered
5. Identify best innovative solutions in line with the Innovation Areas defined
6. Adopt the Action Plan and monitor progress.

At the local level the following Be.CULTOUR Innovation areas were taken into consideration while defining actions, sub-actions and innovative solutions: Rural co-living, Sensorial Heritage Experience, Contemporary Meanings of Heritage, Spiritual Travel Experience, Nature as Heritage, Industrial Heritage Experience, along with the following transversal innovation approaches: Circular tourism, Cultural Europeanisation, Human-centred, fair and responsible tourism, smart destination management. Previous deliverables that outline the process: [D3.3 – Heritage innovation networks and Be.CULTOUR Community of Practice webpages](#), [D3.4 – Report on Challenge-driven innovation in Be.CULTOUR regions](#).

### 3.3. Local workshops

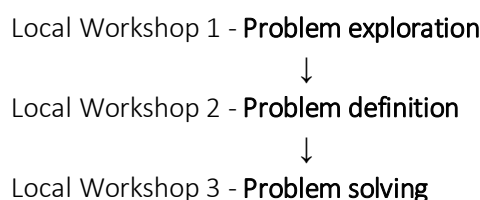
The Local Action Plans were developed by the six communities primarily during the local workshops. The workshops provided a framework for the whole communities to meet and work together, while other activities (like MeetUps and bilateral calls) included project partners and local coordinators. Dates and forms of the workshops in six Pilot Heritage Sites were as follows:

PHS	LWS1	LWS2	LWS3
Aragon	09. (online), 12. (in person) 11.2021	17. (online), 22. (in person) 03.2022	31.05. (online), 02.06.
Basilicata	22.11.2021 (in person)	04.05.2022 (in person)	31.05.2022 (in person)
Larnaca	19.-21.11.2021 (in person)	20.03., 16.04.2022 (in person)	25.06.2022 (in person)
Romania/Moldova	08.-09.12.2021 (online)	03.-04.03.2022 (hybrid)	14.-15.06.2022 (in person)
Västra Götaland	16.-17.11.2021 (in person)	23.-24.03.2022 (in person)	17.-18.05.2022 (in person)
Vojvodina	07. (online), 15-17.11.2021 (in person)	22-23.03.2022, 24-25.03.2022	16.-17.05.2022 (in person)

		31.03.2022 - 01.04.2022 (in person)	
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**Table 1 Dates and forms of workshops in all Pilot Heritage Sites**

According to the design processes based on the IDEO approach the workshops were guided by three subsequent steps.



The Action Plans are therefore based on three pillars - diagnosis (of the local potentials, needs and challenges), mission (agreeing as an ecosystem of stakeholders - Heritage Innovation Network - on the path towards circular cultural tourism), and vision (concrete steps that will be implemented within indicated time frame). Additionally the Action Plans should:

- Contribute to the development strategies of pilot heritage sites and local governments
- Map the circular economy concept in the unique context of the local heritage and in connection to circular cultural tourism and beyond
- Refer to cultural Europeanisation
- Valorise or re-valorise concrete intangible and tangible cultural heritage assets
- Use principles of human-centred approach (applied to both communities and visitors, all understood as beneficiaries of the revitalisation of the territory)
- Focus on Be.CULTOUR innovation areas
- Cover short-term and long-term perspectives going beyond the implementation of the project
- Be feasible in a given region and possible to be implemented by the local authorities or external stakeholders.

The process of Action Plans development was rooted in the previous tasks conducted in Be.CULTOUR project, mainly WP1 - scientific data collection and interpretation described in **D1.1 – [Study on market potential, human capital and social impact of cultural tourism](#)** and WP3 - interviews with representatives of Pilot Heritage Sites described in **D3.4 – [Report on Challenge-driven innovation in Be.CULTOUR regions](#)**. This continuity was crucial in guaranteeing the relevance and importance of the Be.CULTOUR Action Plans. They should not start the discussion on sustainable development from the beginning. On the contrary, based on the identified gaps and potential of cultural heritage they should contribute in innovative ways to existing plans and strategies and put the local communities to the centre of positive change.

Parallel to the local workshops the representatives of the pilot heritage sites met regularly with the Community of Interest during Community Conversations (28.01.2022, 24.02.2022, 28.04.2022). These meetings were designed as peer-learning opportunities fostering exchange of good practices and discussing actions toward sustainable development based on cultural assets across Europe. The details are described in D4.3 – Be.CULTOUR peer-learning guidebook.

In reference to the human-centred approach methodology, the workshop preparation process was based on the use of **visual elements in co-creation exercises** and processes (McKim 1980, Norman 2002). On the one hand, this meant using images in the materials prepared by ICLEI (in toolkits helping the pilot heritage sites to implement the workshops, worksheets to co-creation exercises, interactive tasks during regular MeetUps of the Community of Practice involved in the design of Action Plans). On the other hand the goal was to encourage participants to form ideas in drawings, schemes, posters. In selected exercises local maps, newspapers, postcards and photos were used enabling visual storytelling fostering the co-creation. Visual materials also served to widely disseminate the project results on the website and in social media.

In the middle of the Action Plans preparation process, Community of Practice (CoP) and Community of Interest (CoI) representatives were invited to interact on a MIRO board and reflect on the visual metaphor that best shows their experience in aligning bottom up community plans with municipal, regional and national strategies. The exercise was inspired by the book *Images of Organization* by Gareth Morgan (1986) and concerned four selected metaphors (brain, machine, organism, instrument of domination) that illustrate complex relationships in a simple way (see below). The aim was to provoke self-reflection of the participants and possible search for better ways of cooperation and communication between the various levels in the further work on Action Plans.

Examples of simple images used in the toolkit. All pictures were created with the Google AI Autodraw tool (no copyrights needed).



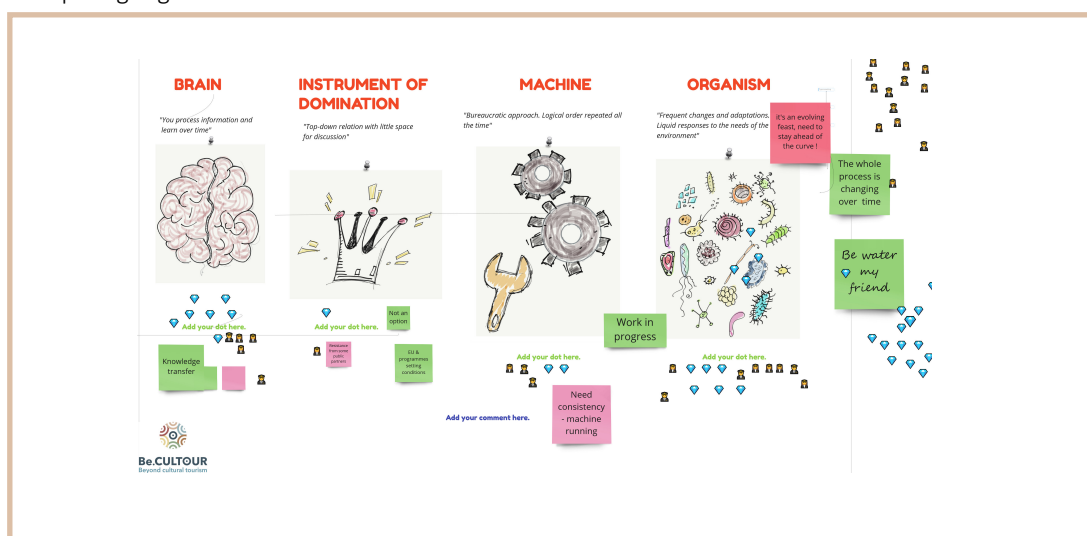
**Figure 2 Visual language used in Be.CULTOUR toolkits (used to explain the serious game, rethink actions in terms of circular approach, referring to fairy tales and local legends)**

Some examples showing the visual work fostering co-creation processes (from left to right: Romania-Moldova, Vojvodina, Aragon).



**Figure 3 Visual co-creation in Pilot Heritage Sites. Copyrights: Be.CULTOUR local coordinators (pictures taken during the local workshops)**

Visual metaphors used to support the synergy between Be.CULTOUR Action Plans with existing strategies in participating regions.



**Figure 4 Organisational metaphors explaining cooperation at the local level. Copyrights: ICLEI**

On the next pages the three workshops will be described in more detail. The toolkits prepared by ICLEI and used during the workshop are attached to this document as appendixes. Each toolkit proposes methods used and proven in the processes of collective co-creation. Sources from which inspiration was drawn include Design Kit: The Human-Centred Design Toolkit by IDEO. Complementary to the toolkit worksheet for in-person and online implementation of the workshops were provided (not included).

### 3.3.1. LWS1 - toolkit, training (modules, methods used)

The first workshop aimed at finding and defining the problem and identifying strength in the territory originating from the inspirational environment - cultural heritage. The workshop was designed to last two days and foreseen as having 6 modules. In each module, exercises aimed at helping the community first to know each other and then to work together as an ecosystem of stakeholders - ultimately as Be.CULTOUR Heritage Innovation Network. Methods used in the first workshop include: **Interactive introductions, Symposium, Innovation Ecosystem Mapping, User journey mapping with personas**. All methods were inclusive, human-centred and empowering. Prior to the implementation of the workshops ICLEI provided training on 05.10.2021 explaining all exercises and their goals. In order to facilitate the implementation of the workshop ICLEI provided materials including following elements: workshop toolkit for the facilitator, PowerPoint presentation on the project, creative canvas for modules described in the toolkit, reporting form for workshop results. The entire Toolkit LWS1 is added as an attachment to this deliverable. Below is a brief description of two methods used together in one module.

An example of the methods used during the first co-creation workshop.



**METHODS: ASSET MAPPING AND WORLD CAFE**

Asset mapping enables the members of a community to identify the existing resources like intangible and tangible cultural assets. In this way the potential of the local territory could be recognised, valorised and incorporated in the future actions. Using maps and other visual materials like postcards, satellite photos or pictures taken by drones, the participants analysed the context they are living and working in using concrete criteria (e.g. accessibility, language of communication with potential visitors in heritage sites). Combined with the second method - World Café - the participants are engaged in vivid dialog with various partners during multiple rounds of discussion. In the end, the maps used for these exercises are full of diverse insights provided from different stakeholders.

**Format:** Work in small groups, rotation of participants in groups, plenary.

**Objective:** Discovering the potential that can be used in the joint design of actions in the Action Plan.

**Results:** Learning about the hidden potential in the region, reflection on the possibility of using cultural heritage to overcome local challenges, initial creation of teams

**Figure 5 Methods used in LWS1**

### 3.3.2. LWS2 - toolkit, training (modules, methods used)

Based on results from the first workshop, participants were able to focus on a more precise definition of the path towards circular cultural tourism in the second workshop. Attention was given to the importance of combining cultural assets with local challenges and the potential of individual stakeholders. It was also possible to implement an iterative approach which constituted a part of co-design processes. The participants could re-analyse the region's potential, for example taking into account the perspective of new participants who joined at this stage. Methods used in the second workshop included: **Serious game, How might we..., Theory of Change, and Future Newspaper**. The serious game developed for this workshop, inspired by a similar exercise from the H2020 Ruritage project, referred to the results of the first workshop, deepening the links between the different stages of the co-creation process. Prior to the implementation of the workshops ICLEI provided training on 08.02.2022 explaining all exercises and their goals. In order to facilitate implementation, ICLEI provided materials including following elements: workshop toolkit for the facilitator, PowerPoint presentation on the project, creative canvas for modules described in the toolkit, reporting form for workshop results. The entire Toolkit LWS2 is added as an attachment to this deliverable. Below is a brief description of one method used.



**METHOD: FUTURE NEWSPAPER**

The aim of this exercise was to identify potential paths of development towards circular cultural tourism. The focus on the future and retrospective look at the activities that contributed to the implementation of the preliminary actions helped to reflect their feasibility and links with a circular approach in cultural heritage sites. During the exercise the participants had a chance to use photos of objects, names of organisations operating in the region in the areas of cultural tourism and beyond. The recognized and hidden assets mapped in the previous workshop could have been connected in this exercise with challenges and solutions to face them in a sustainable way. During the group work the participants could express their worries related to circular cultural tourism and possible changes. Participants were able to prioritise actions and solutions based on these discussions.

**Format:** Work in small groups (5 ppl)

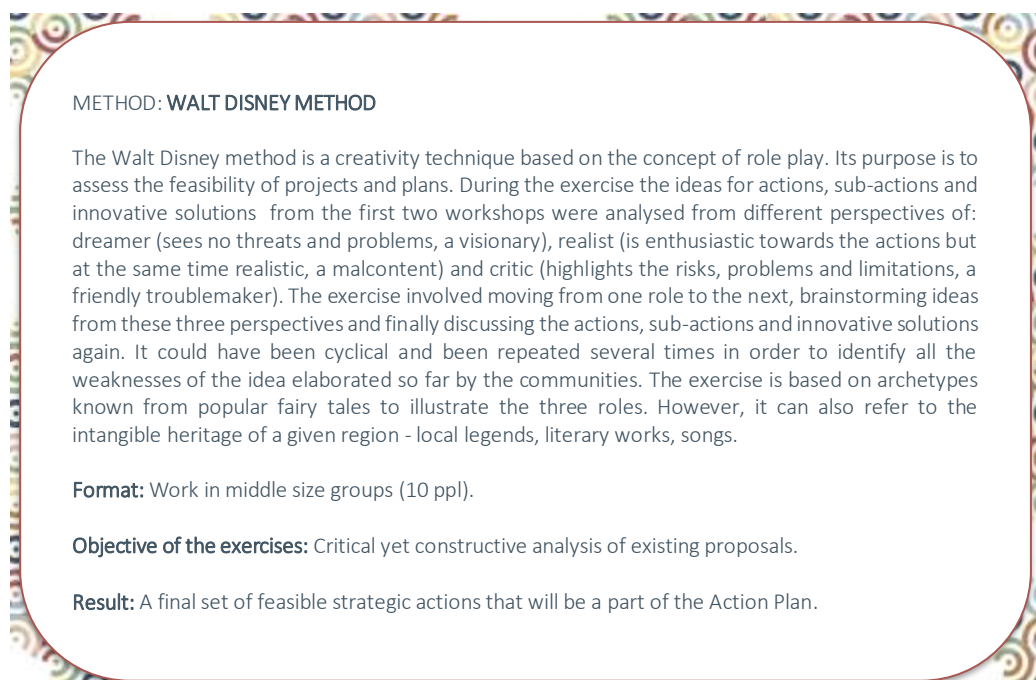
**Objectives:** To identify activities that may contribute to the achievement of the project objectives.

**Result:** Reconstruction of possible actions related to circular cultural tourism in the short and long term.

**Figure 6 Method used in LWS2**

### 3.3.3. LWS3 - toolkit, training (modules, methods used)

The aim of the third and last workshop was to finalise the Action Plans, determine what activities will be implemented in order to solve identified problems, in what time perspective, which stakeholders will be collaborating on them, and who they will be addressing. It was also important to underline how a given activity is related to the unique character of the region defined by the cultural heritage assets. Moreover, the activities had to be inclusive and clearly refer to the idea of circular cultural tourism, Europeanization and human centred design. The workshop was designed to last two days and foreseen as being 6 modules. The first five modules were focused on the final steps in defining actions; the last module was aimed at further community building and strengthening the ecosystem of stakeholders before they enter the next phase of the project. Methods used in the final workshop include: **Walt Disney Method, Moderated Discussion, Presentation, and Plenary reflection**. Prior to the implementation of the workshops ICLEI provided training on 18.05.2022 explaining all exercises and their goals. To facilitate implementation ICLEI provided materials including the following elements: workshop Toolkit for the facilitator, PowerPoint presentation on the project, creative canvas for modules described in the Toolkit, and an Action Plan template designed by the project partner ERRIN for final workshop results. The entire Toolkit LWS3 is added as an attachment to this deliverable. Below is a brief description of one method used.



**Figure 7 Method used in LWS3**



### 3.4. Mentoring and peer-learning

During the process of working on the Action Plans, local coordinators regularly met and consulted with their mentors (Basilicata and Larnaca - CNR, Aragon - ERRIN, Romania-Moldova - ICLEI, Vojvodina, Västra Götaland - Uppsala University). The role of the mentors in the human-centred process of Be.CULTOUR, as described in [D3.1 - Protocol/Methodology for human-centred innovation in sustainable and circular cultural tourism](#), pp. 39-42) is to ensure the adaptation of the methodology, guide and offer feedback, consult and clarify issues related to the project structure, support with expertise and technical knowledge as well expertise on subcontracting, observe, adapt and ensure the coherence between work at the local level and project concept, approach and work plan. After regular MeetUps mentors were invited to provide feedback on the implementation of the activities on the local level and ensure all partners of the consortium are informed and aware of the actual stage of the project.

Equally important was the peer-learning opportunity of twofold nature - within the Community of Practice and with the Community of Interest. The first one took place in parallel to the preparation for the workshops and constituted an important part of the regular MeetUps of the Community of Practice (22.04.2021, 27.05.2021, 24.06.2021, 16.09.2021, 29.10.2021, 25.11.2021, 30.03.2022, 26.06.2022). In addition to the meetings with the Community of Practice, Community Conversations with the Community of Interests were organised in order to foster mutual learning and share experiences and good practices. Dates of the meetings together with the Community of Interest: 01.2022, 24.02.2022, 28.04.2022. The thematic focus during the MeetUps was on building community, learning, advancing the co-creative practice and discussing the way towards Action Plans for circular cultural tourism as results of co-creative cooperation at the local level. During the Community Conversations the attention was given to exchange, sharing of examples of good practices and imagining new solutions for fostering inclusive, circular change in cultural tourism.

### 3.5. Progress reports

After the first and the second workshops, partners from the pilot heritage sites with help of mentors and consultants facilitating the co-creative process submitted reports, photos and other materials from their workshop to ICLEI via Microsoft Teams folders. Follow-up meetings with ICLEI were arranged if needed to ensure the completeness of the process as well as consistency between the results of the subsequent workshop and of the Local Action Plans.



The progress report after LWS1 provided a starting point for each PHS' local Action Plan for circular cultural tourism and included the following parts:

- Introduction and context (local situation),
- Stakeholders and Heritage Innovation Network (mapping of local network),
- Culture and cultural heritage assets and opportunities (recognized and hidden potential),
- Key challenges (what can be solved with the engagement of the stakeholders),
- Preliminary strategic actions and associated innovative solutions (initial ideas / proposals / opportunities / solutions),
- Recommendations, lessons learnt for LWS2 and LWS3.

The progress report after LWS2 explained in greater detail the approach of developing Action Plans and included following parts:

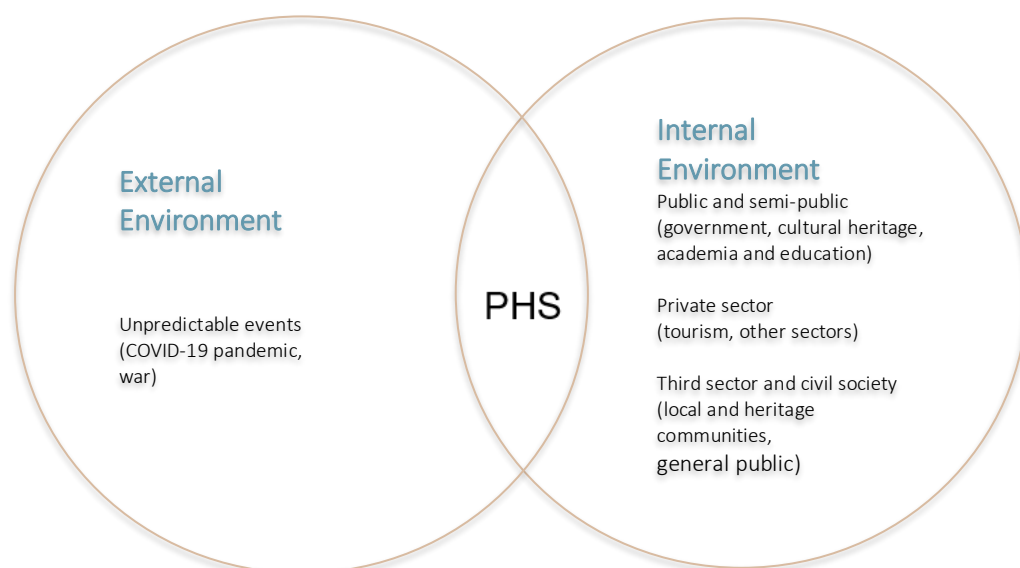
- Introduction and context (including potential of developing innovative solutions for the Hackathon),
- Action ideas/innovative solutions for challenges in Be.CULTOUR innovation areas (first ideas of actions as areas of change and tasks to be implemented),
- Challenge driven teams (possible cooperation between stakeholders),
- Transition to circular cultural tourism (how to understand the circular approach to tourism),
- Recommendations, lessons learnt for LWS3, progress mapping.

After LWS3 no progress report was required. The Action Plans constitute the final result of the co-creation process.

### 3.6. Difficulties, challenges and answers throughout the co-creative process

Throughout the period of work on Action Plans (Autumn 2021 to Summer 2022), project partners were intensively involved in supporting the Pilot Heritage Sites. **The needs of both PHS representatives and local communities were heard and taken into account in planning the next steps (including subsequent workshops, regular MeetUps, Community Conversation with the Community of Interest, bilateral meetings with ICLEI on Action Plan development or with ICHEC regarding the Hackathon and synergies between workshops and further development of innovative solutions).** This part lists the difficulties that arose while working on Action Plans, taking into account the external and internal environment of organisations and groups involved in the co-creation process and the reactions of the consortium to solve the problem. The **external environment** refers here to the macro perspective including organisations, individuals as well as the phenomena that influence the functioning of the Heritage Innovators Network in the

indicated period and in the future. The **internal environment** describes the relations between the stakeholders directly involved in the work on the Action Plans (in various forms, for example during individual workshops and in all three workshops), PHS understood as organisations and the project consortium working on several Work Packages.



**Figure 8 External and internal environment influencing the co-creative process in six PHS**

External environment had an influence on the process due to the pandemic and starting from the February 2022 war in Ukraine. The pandemic situation meant constant uncertainty due to the difficulties in planning the workshops, the possible need for transfer to online conditions and emerging cases of COVID-19 among participants and organisers. It happened that the dates of the workshop were changed for this reason. Overall, however, all workshops were organised responsibly. In the case of online workshops, the potential of remote collaboration tools was fully exploited (with tools like Mentimeter, MIRO, Google JAMBOARD). The outbreak of the war increased the feeling of uncertainty, especially due to the fact that countries bordering Ukraine are involved in the project. Planning of the workshops, especially due to the necessity of participants' mobility, was adapted to the current possibilities and conditions.

The difficulties that were reported during bilateral meetings, MeetUps and in reports after workshops with regard to the internal environment concerned few issues. First due to the fact that the co-working period was stretched over several months it was difficult to maintain the initial

level of engagement of the participants. All this time, however, the workshops were inclusive and new participants could join them, contributing more to one of the phases. In some cases, the difficulty was due to the fact that several other projects, also involving local stakeholders, were carried out in the region at the same time. This meant for the participants investing resources in additional activities. This has proved to be particularly difficult for private enterprises and start-ups (more than public organisations). The dates and times of the workshops, as well as their form (e.g. some online exercises, some in person) were adjusted to the needs of this group. The organisers were constantly engaged in maintaining the level of involvement, overcoming bias, and creating a welcoming environment for diverse participants.

### 3.7. Commitment to the process and option for further implementation as a community

An important issue during the co-creative process concerned reaching **not only the usual suspects but also other stakeholders**. For this purpose, during MeetUp#2 In May 2021, the first **stakeholder ecosystem mapping was carried out, repeated and deepened during subsequent workshops** (dedicated modules during the first workshop on mapping, during the second workshop on establishing challenges driven teams, and during the third workshop on concrete ways for collaborations with specific stakeholders). In order to ensure long-term interest in the planned actions and their at least partial implementation during the project, workshop participants were encouraged to create teams in relation to the needs identified in the region at the initial stage of the workshop (“challenge-driven teams”). In all Pilot Heritage Sites at the end of the co-creation process the participants could sign a Local Pact as an expression of interest in further collaboration. In some cases this step was shifted to a later stage to engage more stakeholders.

## 4. Cultural heritage - starting point for co-creation, innovation, sustainable and circular cultural tourism

This section summarises key features of the PHS pertaining to cultural tourism and beyond. Detailed and specific accounts of cultural assets, local challenges, stakeholder ecosystems, and more can be found in each PHS Action Plan in the Appendix section.

## 4.1. Aragon, Spain - The Cultural Park of Rio Martin

### 4.1.1 *Recognized and hidden cultural assets*

The cultural tourism sector in Teruel region of Aragon is considered mature and it features many natural cultural parks which fall within a UNESCO World Heritage Site. Tourism and hospitality are considered crucial for the region's social-economic development. General characteristics related to the region's potential include: Nature (biodiversity, starlight, rare species); History and heritage (Jewish heritage, legends); Agrofood (dry tomatoes, beans, traditional sweets); Craftwork and raw materials (mushrooms, jewellery, medical plants, stones, and bones decorated with rock art). Aragon's uniqueness, peaceful natural areas, and quality local food are seen as assets attracting teleworkers, trail sport enthusiasts, gourmet enthusiasts, and families.

### 4.1.2. *Challenges*

Aragon faces several challenges, as identified in local workshops. These include: Depopulation in favour of cities, with no clear plan to address brain drain and retain young people; Lack of awareness of the region's potential amongst locals and visitors alike; Involvement of residents and cooperation between local stakeholders (e.g. between culture organisations and local producers and possible product distributors). In general, stakeholders need to cooperate and use the potential of a region that is often overlooked.

### 4.1.3. *Stakeholders of ecosystems around cultural heritage*

Aragon's local workshops cultivated a new group of stakeholders, ranging from tourist organisations, cultural park participants, local universities and others. Participants primarily did not know each other, and were overall very diverse, representing different interests and sectors. In general, the organisation with the greatest impact and also the greatest interest in the project is Turismo de Aragón. While businesses have a great influence in the region, their interest in the project was considered to be low or medium.

### 4.1.4. *Local community benefiting from the heritage-led local action*

Discussions around cultural heritage in Aragon have become a starting point for long-term relationship building between previously disconnected actors. Increased awareness of the cultural value of the region is also beginning to raise the self-esteem of its residents as they begin to recognise its attractiveness. Aragon's Action Plan (Appendix X), outlines how cultural tourism will be linked with community empowerment and entrepreneurship.

## 4.2 Basilicata, Italy

### *4.2.1 Recognized and hidden cultural assets*

The Basilicata region is rich in natural, historical, cultural, and human resources, although the cultural touristic sector at the regional level is not yet well-established. The Territorial Promotion Agency of Basilicata (APT) has, however, developed a brand new regional plan for tourism, which was presented at the Be.CULTOUR first Local Workshop. The hinterland of Basilicata, in particular, is gaining increasing tourist interest. In addition, there is a great potential seen in local products, especially wine and chestnuts from the Vulture area.

### *4.2.2. Challenges*

The region generally faces challenges associated with its remoteness and low population density, along with depopulation and 'brain drain' trends. Specifically, the Basilicata region has problems with its infrastructure (transport, accommodation, co-working spaces), qualified tourism professionals (multilingual tour guides), and cooperation (sharing knowledge, entrepreneurship, active social networks).

### *4.2.3. Stakeholders of ecosystems around cultural heritage*

Basilicata's workshops have engaged mainly entrepreneurs and representatives of cultural associations. Some knew each other, especially those working or living in the same villages/cities. A Google Earth Map was used to map local stakeholders. Other important stakeholders include Civil Society Community, Business Tourism Industry, Academia, Public Sector Government. Ranging from both producers of regional products, e.g. local wine, to an association of the local tour operators. Specifically, the Regional government's president has a high level of interest in the cultural tourism topic, and the creative organisation, Basilicata Creativa has expressed a high level of interest.

### *4.2.4. Local community benefiting from the heritage-led local action*

Looking inwards, it was considered important to increase local awareness of Basilicata's cultural assets through education in local schools and engaging in local-level cooperation. Cooperation should be dynamic and inclusive, and make use of new partnerships in order to constantly improve tourist services. This was understood as an important step preceding promotion of the tourism offer for outsiders.

## 4.3 Larnaca, Cyprus

### *4.3.1 Recognized and hidden cultural assets*

The pilot area of Larnaca has a legacy of hundreds of years of diverse civilizations and cultures that have left their mark today. The pilot area consists of the villages of the region and rural areas with hidden cultural assets such as annual festivals, museums, and monuments. Particularly cherished are: The abandoned settlements of Drapia and Parsata, the old forger of Ora, the House of Manos Loizou in Agious Cacatsinias, and the Mine and train tracks in Kalavasos. Items like Lefkara Lace and pottery from Kornos are also characteristic of the region.

### *4.3.2. Challenges*

Larnaca suffers from seasonality and overexploitation of attractions that cause visual noise, air pollution as well as overconsumption of water, electricity, and other provisions that put pressure on natural resources and the local communities. All-inclusive luxury hotel complexes also contribute to a loss of local character. Meanwhile, rural areas remain under-exploited and inaccessible. Lack of skills, experience, technical knowledge, are also seen as constraints to the potential of digital communication in the region.

### *4.3.3. Stakeholders of ecosystems around cultural heritage*

Larnaca's stakeholder group represents various organisations and backgrounds (tourism, agrotourism, museums, producers, and distributors of traditional products, universities, Ministry of Tourism). Most of the workshop participants were connected with each other within the PHS area, but some came from different areas of Cyprus.

### *4.3.4. Local community benefiting from the heritage-led local action*

The approach to cultural tourism in Larnaca is seen as reaching beyond the heritage sites and towards a holistic vision of Larnaca as a green community - with protection of hidden treasures, better collaboration between organisations, institutions, and government, experience based tourism, and digitization of cultural heritage.

## 4.4 Romania-Moldova, Cross-Border Region

### *4.4.1 Recognized and hidden cultural assets*

The cross-border region of North East Romania and Moldova has shared history, languages, cultures, and traditions. The emerging Route of Stephen the Great stretches between the countries and symbolises this connection. The cross-border region hosts many UNESCO-listed monasteries and churches, as well as notable practices such as wine making. Particularly in

Moldova, touristic wine routes also exist. The modest tourism sector is centred on interest in history, religion, pilgrimage and outdoor activities.

#### *4.4.2. Challenges*

Physical inaccessibility of historical sites, along with limited international visibility, insufficient accommodation and lack of skilled labour force pose challenges to the region's cultural tourism potential. Such a labour force is difficult to find due to depopulation from emigration out of the region. Fake imported 'local' products and unplanned rural construction pose problems as well. Additional challenges identified during workshops include: lack of local partnerships and cooperation and internet presence.

#### *4.4.3. Stakeholders of ecosystems around cultural heritage*

Romania-Moldova's stakeholder ecosystem represents various areas, including tourism industry, public administration, civil society, cultural institutions and other stakeholders from NERDA Romania and Republic of Moldova. The private sector was under-represented in workshops compared to the public sector.

#### *4.4.4. Local community benefiting from the heritage-led local action*

Efforts to address the challenges above have clear benefits to local communities. For example, addressing limited accessibility of heritage sites will improve transport infrastructure (e.g. bike routes along the cultural route Stephen the Great and Saint) for all. Efforts to increase visibility like a centralised events platform, as another example, have clear benefits to local communities as well.

### **4.5 Västra Götaland, Sweden**

#### *4.5.1 Recognized and hidden cultural assets*

Industrial heritage, contemporary heritage, and natural heritage are the focal innovation areas for this pilot site. Forsvik and Rydal, specifically, are examples of this heritage, since they are industrial sites specialising in mills and textiles. Assets include Forsvik's canal, lock, sawmill and nearby outdoor recreation activities, and Rydal's cultural program, food, and sports activities.

#### *4.5.2. Challenges*

This PHS faces skilled worker shortfalls and a widening socio-economic gap. Furthermore, while the region's population is ageing, there is a trend of young people moving to rural areas for more affordable housing and healthier living conditions. There is also a need to develop stronger nature

and cultural experiences, enable car-free transportation, more accommodation options, and closer cooperation between local organisations, among others.

#### *4.5.3. Stakeholders of ecosystems around cultural heritage*

Västra Götaland has cultivated a stakeholder ecosystem around cultural heritage in its local workshops, mainly composed of active local stakeholders in civil society and tourism industry. It was noticed that more entrepreneurs from other areas than tourism need to be involved ("beyond" tourism). Other regional actors that should be involved include Gothenburg University, regional science parks, regional tourism board, and representatives from the spatial planning office in the municipality. There is little involvement from academia so far.

#### *4.5.4. Local community benefiting from the heritage-led action*

Västra Götaland's PHS has consistently emphasised the role of heritage, sustainability, and a bottom-up perspective in regional development. In the region, heritage-based tourism is seen as having positive spill-over effects for development. Development that satisfies the residents and builds a community open to cooperation and innovation will at the same time be attractive for visitors.

### 4.6 Vojvodina, Serbia

#### *4.6.1 Recognized and hidden cultural assets*

The three cities within the Vojvodina PHS are considered to have a high potential for cultural tourism since they have a high diversity of cultural, religious, and natural heritage. This includes fortresses, monasteries, Turkish baths, and intangible heritage related to wine and gastronomy. The region is also quite multicultural, with six official languages and 20 ethnic groups. Examples of specific cultural assets include: the wine culture in Fruška Gora, Bač Fortress, and the popular Exit Festival.

#### *4.6.2. Challenges*

Tourism in the Vojvodina region, like Serbia as a whole, meanwhile is challenged by limited tourist infrastructure, poorly-distributed accommodation, and limited state budgets for museums and cultural institutions. Cultural tourism is not widely seen by the public and private sectors as a driver of economic growth. There is also a deficit in the available workforce, yet young people, in particular, are under-employed. Other challenges include a limited digital mindset of service providers and a lack of an integrated, unique, story-based offer.



#### *4.6.3. Stakeholders of ecosystems around cultural heritage*

Vojvodina's emerging stakeholder ecosystem is very diverse (representatives of national and regional level, employees of ministries, institutions, tourism organisations, activists, cultural and tourism experts, entrepreneurs, local key figures). The group is gender-balanced, including minorities, youth and vulnerable groups. The three municipalities Irig, Sremski Karlovci, and Bač are considered to be highly interested in the project and having a great impact in the region. Other stakeholders are located in several areas from IT hubs to manufacturers of local products, national parks and religious sites.

#### *4.6.4. Local community benefiting from the heritage-led local action*

Vojvodina's plans within Be.Cultour to valorise its cultural heritage offer will give a boost to collaborative governance processes in the region, with additional side benefits to the community foreseeable. Its local Action Plan outlines stakeholder cooperation for short and long term planning, and a strengthened network between Irig, Sremski Karlovci, and Bač beyond the project.

## **PART II**

### **5. Sustainable cultural tourism designed by the local communities**

In this section all six Be.CULTOUR Action Plans have been briefly summarised. The various approaches, big ambitions and smaller steps bringing the communities closer to them are shown in relation to the key concepts of the project. Specific visions, topics and innovative ideas that valorise the cultural heritage as triggers for sustainable cultural tourism, change of practices, attitudes and mind set are discussed.

#### **5.1. The logic of Action Plans**

Action Plans are strategic documents in which the Be.CULTOUR project are an expression of bottom-up visions, complementing other documents binding for a given region. In order to facilitate work with communities in the short time allocated to the preparation of the Action Plans, the following understanding of individual elements was proposed.

**Action** - is considered to be a field of desired change targeting broader strategic goals. Actions could include references to the crucial points defining the projects. This includes the importance of implementing the action from the point of view of the local community, general timeframe and geographic scope (especially important for Action Plans in greater territories or including several sites, like in Vojvodina or Romania-Moldova), links to circularity, diversity and inclusion, links to existing, relevant strategies/plan/policies/projects at the municipal, regional, national and international level, links to cultural Europeanisation. An action might include several sub-actions.


**Sub-action** - is understood as a concrete step towards contributing to the implementation of an action and thus to achieving desired change. Sub-action should be related to one or more of the Innovation Areas and clearly address challenges and cultural assets identified during the workshops. To make the Action Plans feasible the communities were reflecting also on the target groups and responsible entity or individual as well as collaborators from the established Heritage Innovation Network. If possible they were expected to perform raw estimation of the budget and identify possible funding sources at various levels. Other resources were also taken into account. If relevant at this stage indicators were added enabling the local coordinators, stakeholders as well as project partners to monitor and evaluate the implementation and progress. Sub-action could be the first step to further develop **innovative solutions** - novel, unique human-centred and place-specific ideas for product, process and service innovations for sustainable and circular cultural tourism developed in Pilot Heritage Sites. Innovative solutions will be further defined in the second half of the project, especially during the Hackathon and Acceleration Phase.

The Action Plans encompass plans to be implemented during the Be.CULTOUR project and beyond. In this way links are created to achieve after-project sustainability and contribute to the circular development around cultural and natural heritage assets in a long perspective.

## 5.2. Overview of planned actions in 6 PHS

### 5.2.1. Main ideas

The way to formulate actions led to an attempt to look at the six regions from a new perspective. This meant supplementing tacit knowledge with insights that often escape when functioning in a given community or place on a daily basis. Before defining answers in the form of actions, it was important to focus on challenges that are often universal, but at the same time are rooted in local



specificities and include cultural, social, economic, legal and geographical elements. The challenges in six Pilot Heritage Sites were explained in the deliverable [D3.4. Report on Challenge-driven innovation in Be.CULTOUR regions](#). This comprehensive analysis is based on qualitative data collection performed as a prelude to the co-creative process. At this stage following challenges have been identified<sup>6</sup>: **Demographic trends, Accessibility and services, Loss of authenticity, Low level of cooperation between institutions, High competition, and the COVID-19 pandemic.** This list is not exhaustive and cultural tourism is currently sensitive to various crises. Even if the tourist industry is recovering in summer 2022 from strict pandemic restrictions and international mobility is possible, the outbreak of war in Ukraine in February 2022 and the heat wave in summer 2022 also influence choices of travellers having obvious consequences for the touristic business. Knowing the range of possible impacts, being creative, strong as an ecosystem of stakeholders, thinking ahead of time, and changing mind set if required by the internal and external environment contribute to more affirmative thinking in which challenges are seen also as opportunities. This approach and goal reflect the preliminary recommendations towards sustainable and circular cultural tourism are included in the D3.4. The results described at this initial stage of the project have been during the workshops, constituting the opportunity of group work at the community level, deepened, and concretised, showing a range of various ideas on cultural tourism and beyond. The starting point was to reflect again on the challenges, also from the perspective of the possible visitors. In this way the previous list have been supplemented with: **Lack of information, Short tourism season, Stagnation, Lack of housing, Modest and outdated touristic offer, Lack of innovation, Poor public transportation, Lack of proper infrastructure, Lack of awareness of new concept in tourism development, Outdated educational offer in tourism management and cultural heritage management, Complicated law concerning tourism and cultural heritage, Lack of funds, Traditional approach to resources, Conviction that circular orientation is expensive, Conflicting visions, Lack of human resources, Poor offer on experience based tourism.**

While it is possible to identify general trends and problems that require clear answers, knowledge of the unique situation of a given region is of particular value. The workshop indicated the starting point of each PHS in formulating a strategy for the future. Below the results are summarised showing the directions in each PHS for further work on innovative solutions fostering circular cultural tourism and beyond.

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<sup>6</sup> For more details on specific challenges in particular Pilot Heritage Site, please look at the deliverable D.3.4 <http://becultour.eu/sites/default/files/2022-02/D3.4%20%E2%80%93%20Report%20on%20Challenge-driven%20innovation%20in%20Be.CULTOUR%20regions.pdf>.



**Figure 9 Main characteristics of Action Plans in six Be.CULTOUR Pilot Heritage Sites**

Once the direction was clear, the communities elaborated ideas for actions as areas of change.

Below all actions are collected:

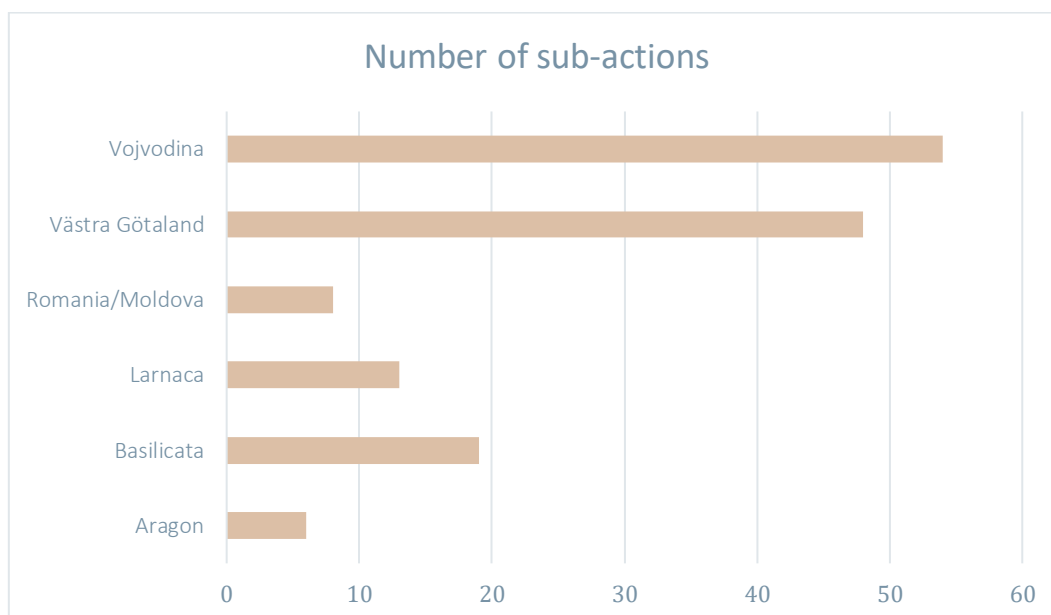
PHS	ACTION
ARAGON	Action 1: Innovative ecosystem centre
	Action 2: Enhancement of local products
	Action 3: "La Plaza Circular"
BASILICATA	Action 1 HIDDEN TREASURES OF VULTURE - ALTO BRADANO (tangible & intangible)
	Action 2 EUROPEAN DIMENSION OF CULTURAL HERITAGE
	Action 3: HUMAN CAPITAL AND ENTREPRENEURIAL INNOVATION ECOSYSTEM
	Action 4: CIRCULAR DESTINATION
	Action 5: NATURE AS HERITAGE
LARNACA	Action 1: Create a Green - Circular Community Programm
	Action 2: Creation of Authentic Experiences based on the Rich Cultural Heritage of Rural Larnaca
	Action 3: Create a Living Lab for Rural Larnaca
	Action 4: Innovative methods for revolutionizing interest in archeological sites
	Action 5: Design of touristic packages to promote Rural Larnaca
ROMANIA/MOLDOVA	Action 1: Digital marketing and improved digital presence on internet, of the territory and of the cultural resources of the Route of Stephen the Great and Saint (StGS), from North-East Romania – Moldova. The online information and

	promotion should be instructional, relevant and inspirational, connected with tourists/consumers that are responsible with the environment and with the resources of the destination
	Action 2: Improved tourism information and heritage interpretation along the Route StGS
	Action 3. Upcycling the existing natural and anthropic resources for creation of new tourism products and experiences
	Action 4: Bison Land Heritage. Creation of new tourism activities that will enhance the experience of nature in the destination. Holistic approach to natural and cultural heritage // Using the natural and cultural heritage to enhance the tourist experience
VÄSTRA GÖTALAND	Action/Common goal 1: Culture and heritage experiences all year round
	Action/common goal 2: More people choose to stay longer and settle down
	Action/common goal 3: Easy to visit and live here without your own car
	Action/common goal 4: More sustainable and creative companies
	Action/common goal 5: Establish a long-term development organization
VOJVODINA	1.1: Introduction of innovative mechanisms for cultural tourism management, networking, education, co-operation and co-creation
	1.2: Rebranding of the pilot heritage site - message development to support human-centred, sustainable, circular tourism and Europeanisation
	1.3: Use of Information Technologies and smart solutions for effective management of sustainable cultural tourism and communication about the Pilot Heritage Site
	1.4: Development of infrastructure to support sustainable cultural tourism development
	2.1: Rehabilitation of selected localities in the pilot heritage site to support sustainable cultural tourism development
	2.2: Creation of new human-centred tourism content and new product development through heritage reinterpretation
	2.3: Innovative tourism product for creating a unique sensory experience of the pilot heritage site
	2.4: The hidden side of the Danube and other water resources - eco-experience of flora and fauna
	2.5: Creating conditions for rural co-living in Fruška Gora and Bač surroundings
	Action 2.6: Innovative suggestions of business solutions for Hackathon
	3.1: Cultural diversity as a Priority Asset of the PHS Irig-Sremski Karlovci-Bač
	3.2: Religious diversity in the pilot heritage site - creating opportunities for a unique spiritual experience
	3.3: Diversity of natural heritage - an opportunity for unique experience

**Table 2 Overview of actions as general areas of change in six Be.CULTOUR Pilot Heritage Sites**

Depending on the scope of the actions, the authors of the Plans included from one to six sub-actions contributing to the implementation of the visions (see Action Plans in appendix to see

comprehensive list of all actions and sub-actions). The number of sub-actions in all six territories are shown as quantitative trend below.



**Figure 10 Number of sub-actions to be implemented in six PHS (total number – 148)**

The approach to formulation of the actions was different in all PHS. It depended on several factors including: **size of the territory**, **shape of the Pilot Heritage Site** (including two spots in Västra Götaland and three in Vojvodina), **experience in co-creation processes**, **existing strategies and plans** (not to be repeated, but supplemented or supported), **scope of the digitalization** (to use the existing infrastructure for online based services or to identify need for modern infrastructure), **diversity of the local stakeholders** (in various aspects: origin, profession, age, religion), and **organisation culture** (including readiness to cooperate, existing partnerships, mutual understanding between partners from different sectors as reflected in the mapping of the stakeholders). Also region specific aspects were influential. For example in Vojvodina six languages used in the territory need to be reflected in the Action Plan and in Romania and Moldova the shared history of the both countries with different political situations (being an EU member and just becoming an official candidate on 23.06.2022) is also influencing the scope of actions.

### *5.2.2. Innovative approaches to cultural heritage*

The core of the co-creation processes in human-centred approach during the Be.CULTOUR workshops was the empowerment of the communities involved in creating actions. Instead of reinterpreting their understanding, here some quotes from the Action Plans are collected which explain the cultural heritage in the context of the project objectives and ambitions in the best way<sup>7</sup>.

From Västra Götaland:



*“There is (...) a need for a new narrative that describes the places’ identity today and tomorrow and that is not just based on something from the past. If one do not find that story, the sites risk being stuck in their own historical narratives and become just a museum.” (p. 7)*

From cross-border region Romania-Moldova:

*“The strategic development of tourism is, in most cases, a part of the general regional strategic development, with a poor attention for the development of cultural tourism, despite the fact that is the most important segment for the region, and has the most significant impact on the future development of tourism.” (p. 37)*



Mission statement from Pilot Heritage Site in Larnaca as part of the Action Plan:

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<sup>7</sup> Copyrights of the used pictures: Be.CULTOUR Pilote Heritage Sites.





Clear goal in Voivodina:

*“The Mission has two priorities:*

- *Offering memorable experiences for the international and national tourists,*
- *Ensuring that tourism will improve the quality of life of the local population while preserving their local identities and inspiring greater confidence in their future.” (p.32)*

*“Involving local communities and other stakeholders in the decision-making processes is key to ensuring results benefit both cultural heritage and the local population. The objective of sustainable cultural tourism is to ensure good conservation practices along with authentic interpretation that supports the local economy.” (p. 12)*



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Going beyond tourism in developing actions meant in Basilicata also redefining the role of the residents:



*“The Actions are thus addressed not only to “tourists”, but primarily to residents in the pilot area, enhancing wellbeing, new jobs and entrepreneurial opportunities, releasing creativity and innovation and thus supporting sustainable and long-term growth of the territory.” (p. 12)*

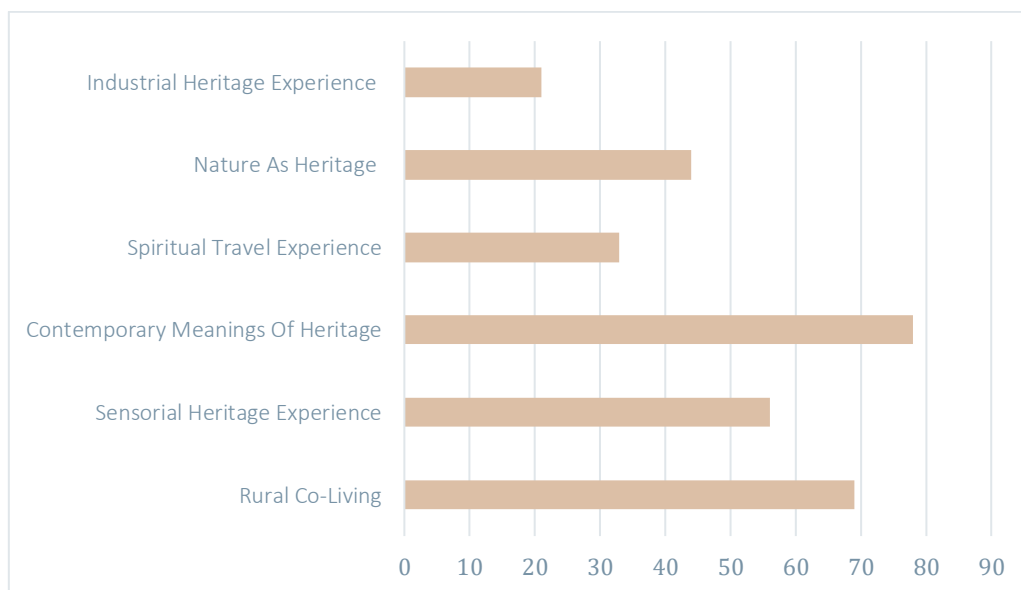


Strong wish in Aragon to fight depopulation with sustainable tourism to use the potential for recovery:

*“Sustainable tourism implies a more significant commitment from the tourist and all the agents involved to make the interests of travellers compatible with the offer available in Aragon. Moreover, achieving local development based on tourism makes economic recovery and growth possible to fight against depopulation.” (p. 21)*



Every sub-action could address several Be.CULTOUR Innovation Areas. Below the total number of all Innovation Areas included in Action Plans <sup>8</sup>.



**Figure 11 Total number of sub-actions in different Be.CULTOUR Innovation Areas**

<sup>8</sup> Each sub-action could address several innovation areas. Thus, the total number of innovation areas is bigger than the number of sub-actions.

### 5.2.3. The issue of circularity and sustainability

The connection between culture and the concept of sustainability and further circularity is indisputable and present in the scientific literature (Hristova, Dragicevic Sesic, Duxbury 2015). Still it is considered under-emphasised (Soini, Birkeland 2014) and needs to be reflected not only in the theoretical discourse but mainly in the **actions** that trigger real and felt change. Be.CULTOUR gave the participants of workshops at the community level the opportunity to address the development of sustainable, circular tourism in the field of heritage via innovative tasks that will be implemented starting from 2022. In these community driven, bottom up strategic visions sustainability and circularity were “mediated” in two ways. First through culture - as a means of regional development with the unique, embedded in the local history potential that can be economically and socially beneficial for the community and appealing for the visitors. Second through capitalization of tourism - as business. In all six Action Plans, despite the fact that unique approaches were implemented, several general patterns can be identified:

**Mobility** - encouraging visitors and residents to use green mobility, for example in Basilicata as part of strategy aiming at becoming circular destination (**Action 4 “Circular Destination”**) sustainable urban mobility needs to be intensified, in **Västra Götaland** whole action “**Easy to visit and live here without your own car**” has been developed, in **Romania-Moldova** the mobility should become more effective due to better connection between destinations and adequate tour descriptions and the “**Digital Nomad Platform**” (**Sub-action 4.2**) should combat the carbon footprint resulting from short-term mobility by attracting digital workers to stay longer.

**Focus on local** - result of the reflection on the mobility is a strong focus on the “local”. Proximity travel (“staycation”) is one of the emerging trends identified by the Be.CULTOUR Consortium. This new tendency is illustrated for example in the Action Plan from Västra Götaland where attractive trips connecting a few points of interest are also planned as day trips (for example building a bike path between Rydal and Kinna). On the other hand the local products should be highlighted, this includes not only tasty experience (for example of cheese in Aragon) but also food of cultural and educational value (honey in Larnaca is not only a culinary product but also a starting point for a story on bees and their crucial role in maintaining the living ecosystems which will be explained in Sub-action 2.3 “**Sensory Bee Natural Trail**” selected for the Hackathon). Separate capitel could be devoted to wine culture constituting part of the European heritage in various regions (e.g. Karlovac vineyards in Vojvodina, Aglianico wine in Basilicata).

**Resources management** - proposed actions include a conscious approach to the resources, based on the circular economy principles (refuse, redesign/rethink, relocate, replace, reduce, repurpose/repair, recycle, restore/regenerate, reuse). For example in **Romania/Moldova Action 3 “Upcycling the existing natural and anthropic resources for creation of new tourism products and experiences”** or in **Basilicata Sub-action 4.3 “Renewable energy in tourism activities & energy communities”**.

**Reduction** - circular cultural tourism can be attractive if it offers concentration on the sense and meaning of the heritage. For example in **Larnaca Action 1 “Create a Green - Circular Economy Programme ”** includes creation of a “consume less label” for tourism business, in several actions reduction of waste is addressed. In **Basilicata 4.1 “Green certifications for tourism enterprises and beyond (e.g. agriculture)”** is foreseen to foster sustainability.

**Adaptation** - in the case of Vojvodina for example a whole sustainability mechanism has been developed to monitor implementation of the action in the right way. This includes consultations with the stakeholders and a processual approach to changing circumstances. In Basilicata one of the questions posted to trigger the co-creation process was: *How do you imagine these places in 2030?* This orientation towards the future is not accidental. In the Paris Agreement the year 2030 is an important point of reference to achieve goals protecting the environment (including humanity as its part and not owner), from the disastrous impacts of climate change. These global ambitions need to be translated and adapted at a smaller scale, like in the Vulture Alto-Bradano area.

**Sustainable Development Goals** - in defining the actions some Pilot Heritage Sites referred directly to the SDGs, for example following goals were taken into account: **SDG4** - Quality education, **SDG5** - Gender equality, **SDG8** - Decent work and economic growth, **SDG9** - Industry, innovation and infrastructure, **SDG11** - Sustainable cities and communities.

**Just Transition** - combating the challenging results of climate change through the shift toward circular cultural tourism should have an affirmative dimension, nobody is to be left behind which was already reflected during the inclusive workshop and will be further enhanced by the implementation of the planned actions. The misleading assumption that circular orientation will bring financial loss (identified as a challenge by the stakeholders in PHS) is addressed in the

actions which should clearly contribute to the economic benefits. For example the aim of digitalisation of the heritage assets in Romania/Moldova is considered the first step to attract physical visitors supporting the tourist infrastructure along the Route of Stephen the Great and Saint.

The European Tourism Indicators System for Sustainable Destination Management will be adapted in the case of the Action Plan in Vojvodina. The overall approach to sustainability and circularity in cultural tourism is contributing to already existing strategies. This will be discussed later in paragraph 5.2.7.

#### *5.2.4. Human-centred approach, stakeholders, diversity and inclusion in planned actions*

The human-centred approach is a key aspect in Be.CULTOUR. This concerned the process of conducting the workshops, which were inclusive, empowering and based on the creativity and needs of representatives of various groups. Same applies to the obtained results that should contribute in the form of actions to strengthening human capital in six territories and opening new ways of innovative development in relation to the unique cultural heritage in less visited tourist destinations. From the very beginning of the project, activities aimed at stakeholder mapping and understanding who usually works with whom, what new partnerships are possible, who is missing, and how best to benefit from synergies in the future were carried out. **Such an approach, apart from the human-centred orientation, also corresponds to system thinking in which the whole is greater than the sum of the parts.** Thus, it was crucial to engage various stakeholders, maintain their interest in the project which required a lot of effort and transparency and constantly invite new participants. The process of developing innovations in circular cultural tourism was therefore open.

As mentioned in the Action Plan from Basilicata the human-centred approach was *“focusing on the relationship between people and with places, aiming at re-discovering and enhancing the “Genius loci” of the sites, from forests and astonishing lakes to cities and towns inhabited since ancient times”* (p. 12). This ambition, which additionally refers to the life-centred approach as well as to the departure from the conventional thought of the Anthropocene (Bonneuil, Fressoz 2017), is also reflected in other Action Plans. For example in Aragon **nature is considered part of heritage which makes it possible to extend the group of the stakeholders involved in the project and make new links.** Also in Västra Götaland that is considered to be

important for the project due to its post-industrial heritage more potential has been found: *“In both Forsvik and Rydal, it has been identified that the natural environment is a major asset that is not utilized to a sufficient extent by the current site. The different stakeholders have a pretty good overview of other players and hot spots in the area, but these are not marketed in any collective way.”* (p. 9). **Overcoming the identified challenge of lack of cooperation in all six PHS it was thus crucial to recognize the entanglement between cultural and natural heritage, temporary visitors and permanent residents around identified assets and within the system of Civil Society Community, Business Tourism Industry, Academia, and Public Sector Government with various level of interest and influence.** All Pilot Heritage Sites put effort to include a diverse group of stakeholders in the workshops and additionally in the open call for the Hackathon in order to strengthen **relationships with innovators, entrepreneurs and business.**

The issue of inclusion was not understood purely through the fact of “participation.” The aim was to tailor the actions to specific needs of different people. As a result of defining the path towards circular tourism, the benefits are to be felt both by the local communities and the visitors. For example in the cross-border territory **Romania/Moldova** the **sub-action 1.1. “Stephen the Great. VR route”** will contribute to the digital presence of 29 tourist attractions. In this way several needs are addressed: smaller and less accessible communities will tackle the challenge of absence of the online promotion and younger people, digital natives, will benefit from user friendly application. Similar with **sub-action 4.2. “Digital Nomad Platform”** in the same PHS. It will offer an immersive, game-like experience dedicated to a specific group of young employees from urban areas, millennials, DINK (double income no kids), empty nesters and offer an opportunity to develop new business models and apply for specific funds - National Recovery and Resilience Plan (NRRP) and Creative Europe. The groups in specific life situations are further reflected in the Action Plans which are aligned with various development policies. For example the mentioned NRRP is based on principles encompassing gender inclusion, new opportunities for education, training, employment of youth. Also the communities designing actions highlighted the importance of the below mentioned groups.

**Education** (in **Romania/Moldova** the need of innovative educational offer in cultural and tourism management was considered one of the local challenges and in **Basilicata** already during the Hackathon in September 2022 sub-action **3.3. Entrepreneurial education, training and international mobility especially involving youths, women and vulnerable groups** will be further developed),

**Youth** (in **Aragon** one of the main problems is depopulation and in **Västra Götaland** the ageing population thus ideas aiming at new, affordable and sustainable housing, co-working spaces and facilities of legal procedures for new entrepreneurs were developed),

**Women** (travelling alone or gaining new opportunities to run their own business, taking over leadership roles which is considered not sufficient in **Vojvodina** and in **Aragon**),

**Diverse communities** (in **Vojvodina** a complex **Action 3.1 “Cultural diversity as a Priority Asset of the PHS Irig-Sremski Karlovci-Bač”** with seven specific sub-actions has been proposed to reflect on the inclusion and social cohesion).

Accessibility has been reflected in various ways in the actions in terms of:

- **marking the interesting spots in simple yet communicative way,**
- **offering translation in several languages** (of tours, information disseminated online),
- including people with **disabilities,**
- creating friendly offers for **families, minorities, LGBT+.**

Also **economic inclusion** is reflected. **The shift from linear to circular tourism is considered a financial opportunity to save resources and develop new businesses bringing profit to individuals and communities.** In this way additionally the integration of two roles played by the members of Heritage Innovation Networks is highlighted - they should benefit as service and product providers and restore the local pride fuelled by their cultural heritage.

#### *5.2.6. Cultural Europeanisation reflected in Action Plans*

The issue of inclusion described above is rooted in European identity and history and ranges from great ethnic variety (Vojvodina), through traces from the history (Jewish and Mudejar heritage in Aragon), to relative social homogeneity in a country with high percentage of foreign born population (Västra Götaland).

Each Pilot Heritage Site has a unique connection with European culture and contributes to its diverse identity. For example in the area of Vulture - Alto Bradano in Basilicata in the

ancient times famous poets and philosophers were living. For the history of legislative thought in Europe the legacy of Emperor Federico II from the same area is unprecedented. Also Stephen the Great and Saint was an important European ruler with connections to kings and popes of his time. Not only great figures are related to the Be.CULTOUR PHS. The traces of the past as parts of European culture might have form of prehistory arts (Cultural Park of Rio Martin belongs to the European Network of First People and Prehistoric Rock Art) or be connected to a broader European phenomenon - industrialisation. This opens numerous opportunities. For example Frisk and Rydal in Västra Götaland could share experiences, make new partnerships and promote the knowledge of industrialisations, its various shades and results.

An important point of reference in defining cultural Europeanisation are various initiatives. For example Matera in Basilicata was European Capital of Culture (2019), and Novi Sad in Vojvodina is currently holding this title in 2022. Rural Larnaca won the first prize in the European Destinations of Excellence EDEN VIII (specific topic 'Cultural Tourism') co-funded by the European Commission. In Vojvodina Fruška Gora is part of the European Culture Route: Roman Emperors and Danube Wine Route - Middle Danube and is proposed to be listed in Cultural Heritage Tentative List "Frontiers of the Roman Empire - The Danube Limes". Bač Fortress is on the UNESCO tentative Heritage List. Other assets in the area are listed as UNESCO Biosphere Reserve. The natural heritage is further recognized in Important Bird Area (IBA10) and on the list of significant water-related protected areas in the Danube basin (ICPDR2) and is a candidate for the Ramsar List of Wetlands of International Importance. In Aragon routes in Cultural Park of the Rio Martin have the title of European Cultural Itinerary and villages in the area are part of the Routes of Santiago de Compostela. Several sub-actions should further contribute to the international recognition. For example the cross-border region Romania/Moldova will aim at recognition of the Bison Land Heritage as a Green Destination and contribute to Europeanisation by playing an active role in the Green Destination Network. Pilot Heritage Sites in Vojvodina and in Basilicata designed actions that will put effort into getting the European Heritage Label. Furthermore in Aragon an Innovative ecotourism centre should include links to New European Bauhaus. In Larnaca the common European identity and values have been used prior to the workshops to prepare the co-creation and find a common starting point. The approach, rooted in the rich history of this region contributed to a general reflection of European history in numerous sub-actions to be implemented in the coming months and years on the island.

The fact of being part of the European community is reflected in the shared core of languages in six Pilot Heritage Sites additionally showing the richness of our continent. The

etymology of the world wine, previously mentioned wine as important assets in several territory, is common:

Serbian - вино (vino)

Italian - vino

Spanish - vino

Swedish - vin

Greek - κρασί (krasi)

Romanian - vin

Even the small difference in the Greek language spoken in Larnaca is European and shows the importance of both Greek and Roman heritage. “Krasi” means wine mixed with water. Diluting wine was considered elegant and practical. But - there are several stories and disputes on how to drink wine (and not to drink) which is very European as well. In Basilicata famous red wine Aglianico of Vulture will be the main asset for **Sub-action 1.2 Valorise Aglianico wine - Digital Center for creative storytelling**.

#### *5.2.7. Six Action Plans, six visions - emerging trends, commonalities and differences*

As a result of the workshops and continuous effort at the local level, intense curiosity about recognized and hidden assets led the communities to different ideas. Still, various elements are common - **to take risks and try something new, to set new standards for sustainable and circular tourism, to change mind-sets, to see the natural and cultural heritage as basis for answers to contemporary challenges**. The actions, as discussed previously, are reflecting the Be.CULTOUR Innovation Areas and also the emerging trends (Transformative Travel, Remote Working Destinations, Proximity Travel, Post-Cultural Tourism). They are based on unexceptional, engaging storytelling, authentic yet unusual understanding of heritage, and seek for place-based and people-based solutions. Those context-specific reflections on circular tourism aim at turning visitors into temporary residents and residents into temporary visitors. The stories told to explain ambitions towards circular tourism and beyond should bring benefits to communities, tourists, industries and businesses, and the environment.

One of the key words appearing in the Action Plans that was also frequently used during the MeetUps and Community Conversations is **diffusion**. Indeed, the ideas for circular cultural




tourism are diffused in dozens of sub-actions. The readers of this deliverable can get to know the complexity and unlimited imagination while reading the appendix. **Here in order to provide a first impression of the Action Plans the ideas have been organised.** The outstanding concepts are briefly discussed as general patterns for sustainable development and circular cultural tourism. This encompasses various ideas and emphasises the importance of cultural and natural diversity in Pilot Heritage Sites.

**Highlighting nature in areas with unique cultural heritage** - Pilot Heritage Areas recognized as assets not only the intangible and tangible cultural heritage, but also the surrounding nature. In this way rural areas and smaller municipalities can offer attractive opportunities for satisfactory co-living and also for experiences which are often not possible any more in urban landscapes with significant pollution. For example in Aragon it's easy to recognize the spiral galaxy and enjoy the starry sky (see **Action 1 in Aragon "Innovative Ecosystem Centre"**). This re-connection with nature can be further enhanced with innovative approaches to accommodation. For example one of the innovations from this area has been selected for the Hackathon in September 2022 (**Eco glamping under the stars**<sup>9</sup>). The combination of "glamour" and "camping" describes unique, comfortable accommodations offering a sustainable alternative to hotels. Overcoming the limiting duality in approaching culture and nature and seeing the interconnected phenomena holistically have been further explored by the Pilot Heritage Sites. In **Basilicata Sub-action 5.2. "Monticchio lakes paths and natural heritage valorisation in Rionero and surroundings"** will highlight the extraordinary landscape and in **Romania/Moldova Action 4.1. "The Bison's Land Heritage"** will give a chance to visit Vanatori Neamt nature reserve and enjoy emotions triggered by cultural, natural and spiritual experience. In **Vojvodina Action 2.4. "The hidden side of the Danube and other water resources - eco-experience of flora and fauna"** is encompassing a whole package of unique experiences (both "digitally and on foot") related to biodiversity, water and even religious aspects. These links are present in other ideas as well. **Sub-action 2.3.4. "Monastery product development"** in Vojvodina will create a sensorial experience using the natural goods produced in Fruška Gora Monastery. Among other products local herbs will be offered. A surprising connection can be recognized - also in Larnaca in "Agios Minas" Convent located in the village of Vavla herbs are offered in religious facilities of historical value.

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<sup>9</sup> Not included in the Action Plan.



**Experience of various kinds** - the previously described ideas could stimulate the appetite for more. This is justified and the needs will be met with further innovative plans. An identified gap and thus a challenge was lack of experience based tourism currently requested by the travellers<sup>10</sup>. The Heritage Innovation Network in **Basilicata** proposed **Sub-action 5.1 “Astrotourism projects linked with ancient heritage sites and remains”** and **Sub-action 5.4 “Self-care & spiritual tourism experiences enhancement”**. Also in **Västra Götaland** the communities reflected on different activities, for example **Sub-action 1.1 “Develop new winter experiences (skiing, skating, ice fishing) in Forsvik”** will take advantage of the local climate and offer a rendezvous with assets that might soon become relics of the Holocene - ice, snow and cold. Also in **Västra Götaland** a mixed experience should be possible **Sub-action 1.4 “Develop heritage and culture experiences along the river Viskan”**. A holistic approach is included in **Vojvodina’s Sub-action 2.3.2. “Development of human-centred, total wellness tourism”**. Experience is also understood as a spiritual journey, for example in numerous Sub-actions addressing the Innovation Area “Spiritual Travel Experience” (among others: in **Larnaca Sub-action 5.2 “Design of touristic thematic packages and promotional campaign for Rural Larnaca”** or in **Romania/Moldova** where **Sub-action 1.1. “Stephen the Great, VR Route”** will connect virtual journeys with immersion).

**Digital environment** - in addition to previously mentioned cultural and natural environments the digital world found several ways to the Action Plans. The presence of digital tools, accelerated by the COVID-19 pandemic, can be seen as opportunities and in the case of the Be.CULTOUR Pilot Heritage Sites this assumption contributes to fairly novel approaches. For example the historic, religious assets in **Vojvodina** will be linked with sustainable tourism via digital presence - **Sub-action 3.2.2 “e-Calendar of religious event understood as sustainable tourism asset”** and **Romania/Moldova Sub-action 4.3 “Digital Nomads Platform”** aims at attracting highly skilled digital workers to settle down by using immersion rooted in the local stories and narratives connected to the achievements of the Stephen the Great and Saint. Furthermore **Sub-Action 1.1. “A virtual journey of heritage”** is foreseen. This idea combines two worlds: the virtual one as space for promotion of tourist destinations and the physical one as terrain for local entrepreneurs taking

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<sup>10</sup> Exact definition of experience based tourism is not clear. However, according to Jensen and Prebensen experience based tourism offers different opportunities than traditional tourism: “The basis for differentiating can be linked to elements such as specific themes, extreme contexts, novel and innovative arrangements offering exclusiveness, perceived experience value, specialized competence, multiple-sense involvement and other elements that increase the perceived value for the customer” (2015, p.1).

financial advantage of novel approaches to cultural heritage. In **Larnaca** the on-line tools will have practical function facilitating the organisational processes (**Sub-action 4.2 “Develop an online experiences booking platform”**) and in **Vojvodina** herbs are to be used not only in culinary products but also be part of digital archive documenting the heritage of the region (**Sub-action 2.1.2 “Rehabilitation and reuse of the Court Garden in Sremski Karlovci and digitalisation of Karlovac Grammar School herbarium”**).

**Hubs and labs for innovation, business, and entrepreneurship** - closer look at the word “innovation” proves that this is not only about designing something entirely new, but also reinventing what exists. This understanding has been recognized in Pilot Heritage Sites. As stated in the document from Basilicata *“The strategic Action Plan of Vulture - Alto Bradano for circular cultural tourism aims at re-interpreting in innovative ways the rich tangible, intangible and natural heritage of this unique area of Basilicata to make it a driver of new attractiveness and wellbeing for residents and visitors”* (p. 13). In **Västra Götaland** **Sub-action 2.1 “Attract new inhabitants by interpretation campaign”** and in **Vojvodina** **Sub-action 1.1.2 “Business Hub Establishment in Sremski Karlovci”** should create new opportunities for entrepreneurs and businesswomen (and businessmen). In **Larnaca** a living lab will be created as an open, innovative ecosystem enabling further innovations in the areas and their implementation based on public-private-people partnership (**Action Sub-action 3.1 “Create a Tourism Living Lab for Rural Larnaca”**).

At the end of this analysis of tendencies and innovative ideas spread over six Action Plans one more comment is needed. What is diffusion in the presented concepts? And why does the Pilot Heritage Site seem to be attracted by this approach in co-creating with the local communities circular cultural tourism? It can be explained as a variety of ideas which contribute to a bigger picture understood as a shift from linear resources oriented tourism to circular tourism based on consciousness. The observed diversity of sub-actions symbolises change triggered at a small scale which might however have a domino effect. It also metaphorically represents the ecosystem of empowered agents - stakeholders in different fields and all potential replicators beyond already established networks - in different regions and countries. Furthermore the appealing diffusive concept can be understood as a future oriented attitude where intangible and tangible heritage

can be enjoyed and reflected in physical and online settings<sup>11</sup>. More directly diffusion is addressed in Basilicata's Action Plan in Sub-action 4.1 "Green certifications for tourism enterprises and beyond" that aims at building Sustainable Diffusive Tourism, in Vojvodina's Action Plan in Sub-action 1.4.2 "Preparation of a Plan for diffuse accommodation in rural areas and education of hosts for service provision to visitors", in Sub-Action 2.2.3 "Development of a unique access to cultural, historical and artistic treasure of the PHS Irig, S. Karlovci and Bač via diffuse approach" and in Sub-action 2.5.1 "Establishment of a rural diffuse museum".

To wrap up the key commonalities that have emerged from the Action Plans can be summarised by a following observations: reducing environmental impact, taking care for both residents and the visitors, striving for balance in exploitation of the assets and their protection, establishing new opportunities for just transition and resilient entrepreneurial models based on cultural and natural heritage in sustainable and circular tourism. All Action Plans put the humans at the centre of actions, keeping in mind the crucial relation with nature, balance in developing innovative solutions and the boundaries needed to be respected. At the same time all actions are embedded in the local circumstances which influence their uniqueness in cultural, economic and social aspects. Thus some actions are more natural heritage oriented (Aragon), some are rooted in the historical stories (Basilicata), other in focusing on the needs of the residents (Västra Götaland), several are based on comprehensive strategies of development (Vojvodina), other aim at defining new goals and opportunities for the communities resulting from shift towards circular tourism (Larnaca) and some are using archetypal figures from the past in shaping the newest European history attractive for visitors (Romania/Moldova). All ambitions are in line with the objectives of Be.CULTOUR.

## Conclusion. The issues of beyond - more than here, more than now

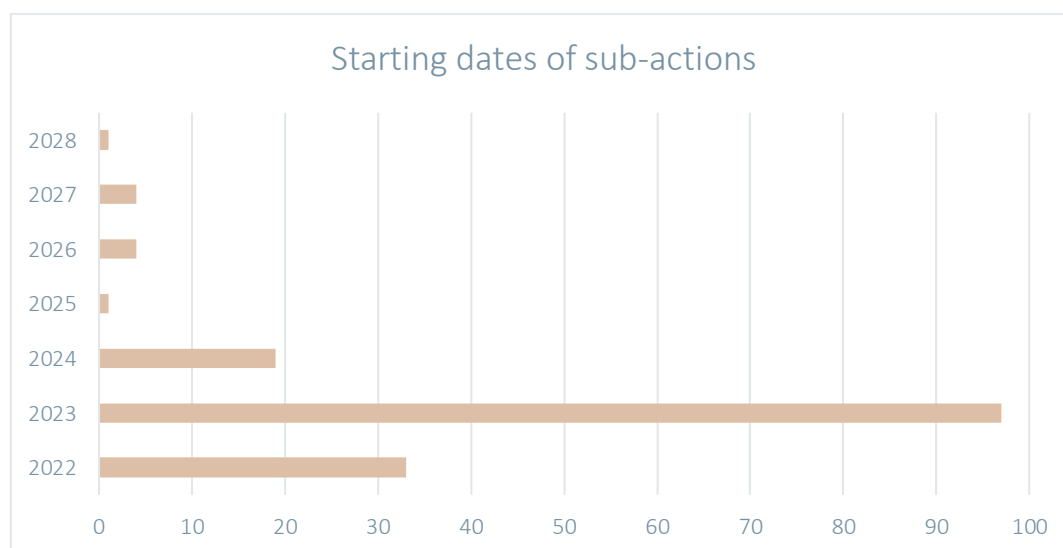
Although the co-creation of the Action Plans required many months of effort and involvement of various stakeholders, this was just the beginning. In the fall 2022, PHS may continue to refine their Action Plans to ensure their feasibility and effectiveness. Be.CULTOUR will

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<sup>11</sup> The COVID-19 pandemic fueled the discussion of new concepts in cultural management. The diffusive museum was for example discussed as an more accessible alternative during lockdowns if museums are to be closed for the public. See: Is 'The Diffused Museum' the Future of Experiencing Art?, J. Mackay, 16.06.2020, [artreview.com](https://artreview.com).

go further, developing innovative solutions during the Hackathon, next prototype 6 selected solutions and bring them to a higher stage of Technical Readiness Level during the Be.CULTOUR Acceleration Programme<sup>12</sup>. Specific business models and plans for circular cultural tourism will be created. In this way ideas will be tested as close-to-market services and products with the clear goal to enable shift towards cultural tourism offering unique heritage related experiences to visitors and residents and providing concrete chances for local communities. The Consortium will also support the Pilot Heritage Sites in the implementation of the actions and the mirror regions in replicating the innovations. The process taking place in the second half of the project will be monitored. The reflection on what happened with the ideas included in the Action Plans will go beyond the frameworks of Be.CULTOUR and highlight the after-project sustainability in both pilot and mirror regions. The experiences to be made by the stakeholders will be described in the Guidebook “Beyond Tourism” and disseminated in various formats (webinars and also after project exploitation activities). The ideas will be therefore *diffused* during the deployment phase and subsequently after the project ends in January 2024.

**Spatial and temporal exploitation beyond the scope of the project is planned.** As mentioned above the mirror regions in various European countries will have the opportunity for co-developing their concepts into prototypes and learn more about the experiences of pilots during the final conference. In the pilot regions themselves the time will not stop in the last month of the project, the Action Plans are built of sub-actions reaching far ahead. The graph offers an overview of when actions are scheduled to start. Some of them are supposed to last several months (short-term actions), some several years (long-term actions), also cyclical actions are included.



**Figure 12 Starting dates of sub-actions during the project and beyond (2025, 2026, 2027, 2028) as indicated in the Action Plans**

<sup>12</sup> The list of 19 innovations selected for the Hackathon can be found on the Be.CULTOUR [homepage](#). Some of the innovations are included in the Action Plans.

To ensure the implementation of the actions, the Action Plans were created as responses not only to identified challenges but also to strategies and plans already formulated in the particular territories. **“Beyond” becomes a tool of cooperation also at the political level.** In this way the Action Plans do not repeat what is known but support existing efforts and offer new synergies in combating climate change, overexploitation and under exploitation of touristic destinations (and - beyond). The main strategic documents related to circularity or/and sustainability that were taking into account include:

PHS	STRATEGIC DOCUMENT	LEVEL
<b>Aragon</b>	Sustainable Tourism Strategy 2030	regional level
<b>Basilicata</b>	Touristic Promotion Plan (2021-2024)	regional level
<b>Larnaca</b>	Cyprus Action Plan for the transition to a circular economy 2021-2027,	national level
<b>Romania/Moldova</b>	National Sustainable Development Strategy SDD2030 (Romania), various regulations of the Ministry of Culture and the Ministry of Environment (Moldova)	national level
<b>Västra Götaland</b>	Regional Development Strategy 2021-2030, Västra Götalands Smart Specialization Strategy (3S), Regional Cultural Strategy 2020-2023	regional level
<b>Vojvodina</b>	National and Provincial Policies and Legislation, EU Framework for Sustainable and Cultural Tourism	various levels

**Table 3 Overview of chosen strategic documents in Pilot Heritage Sites Action Plans will contribute to**

The approach to beyond included further extension of the project ambitions in cultural and creative industries, food industries, agriculture, civil society organisations, research, energy, mobility and even crafts aiming at designing and producing souvenirs which will capture the unique place-based experience. It also requires constant care of the Heritage Innovation Network that is driven by common goals and is focusing on cooperation and not on competition.

The results of implementing Action Plans will have a great impact on the communities, visitors and broader on the environment in its whole systematic complexity. The efforts shall be recognized quantitatively (for most sub-actions in the Action Plans indicators have been established) and qualitatively (for example with the European Heritage Label, in Action Plans from Vojvodina and Basilicata specific sub-actions aimed at applying for this distinction). Reading the Action Plans from an external perspective as visions authored in six European regions proves that

cultural heritage assets are embedded in the local experience and have the potential to inspire. The valorisation of them, with a strong focus on human-centred approach provides insights into situated knowledge in specific environments. This offers further opportunities that Be.CULTOUR helps to recognize bringing the models of circular tourism as needed affirmative change to be diffused now and beyond the scope of a project.



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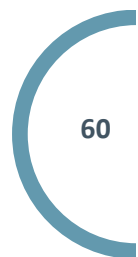
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## Acronyms

[CoP]	Community of Practice
[Col]	Community of Interest
[LWS]	Local Workshop



## PART III

### Annexes

**Toolkit** – Local Workshop 1

**Toolkit** – Local Workshop 2

**Toolkit** – Local Workshop 3

**Action Plan** – Aragon

**Action Plan** – Basilicata

**Action Plan** – Larnaca

**Action Plan** – Romania/Moldova (Cross-Border Region)

**Action Plan** - Västra Götaland

**Action Plan** - Vojvodina



# Local Workshop 1

## TOOLKIT

Version 1: 09 November 2021



To be used by Pilot Heritage Sites in conjunction with the supporting files available in the LWS1 Master Folder [\[LINK\]](#) and individual Pilot Files [\[LINK\]](#)

Please submit your reporting documentation in your PHS Teams Folder *within two weeks* of your LWS1. Notify [sophia.silverton@iclei.org](mailto:sophia.silverton@iclei.org) once complete.

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## Introduction

Local Workshops constitute a core element of the Be.CULTOUR co-creation process, enabling stakeholders of the Heritage Innovation Networks (HIN) to meet, exchange and gradually co-develop Action Plans for circular cultural tourism in each Pilot Heritage Site (PHS).

The Be.CULTOUR workplan foresees the implementation of three 2-day Local Workshops (LWS) in each of the 6 Pilot Heritage Sites, over a period of 10 months (M8-M18). Using human-centred design methodologies, these LWS will enable local stakeholders to define challenges, ideate solutions and co-develop actions for circular cultural tourism in their region.

LWS are being developed by ICLEI as modular events with specific Modules / building blocks that can be spread over one or two days, proposing activities that can be implemented in both physical and online environments, depending on COVID-19 restrictions. Modules that focus on community building, networking and place making are treated as optional, while Modules that focus on co-creation and co-decision will be treated as mandatory. This approach aims to provide a certain degree of flexibility to Local Coordinators to adapt the LWS programme to their local needs and realities, but at the same time ensure a robust co-creation methodology and comparable documentation of LWS results between the six Pilot Heritage Sites.

## Toolkit Structure

This Toolkit aims to provide a comprehensive overview of LWS1 methodology in order to facilitate implementation at local level. The LWS1 is comprised of 6 modules and this Toolkit provides an overview of the following aspects for each module:

### *Methodology*

Overview of the method(s) used and objectives of the module

### *Preparation*

What the facilitation team needs to prepare or decide in advance in collaboration with Mentor, in order to adapt the module to local needs / realities.

### *Tools*

Instructions regarding space arrangements and materials used.

Links to the Worksheets to be used during the module and additional useful sources.

Worksheets are highlighted in blue colour and correspond to one or more Slides in the Worksheets PowerPoint provided for translation, adaptation and printing on behalf of each PHS.

### *Implementation*

Step-by-step instructions for the facilitator with timed interventions to provide guidelines to participants. The timeframe provided is indicative and needs to be transformed into a detailed agenda before workshop implementation (indicating start/end time in local timezone).

### *Reporting*

Structured form to be completed by the LWS documenter, summarising the key insights collected and main outcomes of each activity (**See Reporting Forms for all Modules in your PHS Folder on Teams, links at end of document**). The content of LWS Reporting Forms is foreseen to be directly used in the LWS Progress Reports and the final Action Plan, hence texts need to be reviewed by and finalised in collaboration with the LWS Organiser and PHS Mentor shortly after LWS implementation.

## Toolkit Navigation

The Toolkit is enhanced by Master Files provided by ICLEI including guidelines and templates for LWS1 Implementation and Pilot Files which constitute copies of the Master Files for translation and adaptation by the six Pilot Heritage Sites, according to the Agendas of the six LWS1. General questions / comments relevant to all partners can be included in the Master Files, while Pilot Files should be used only for interactions between your local facilitation team and your Mentor. Please use the **LWS1 Materials** folder in Teams to **view** the **Master Folder** as reference for LWS1 and the **Pilot Folders** (links below) to be used for adaptation by your local facilitation team. Each pilot has its own shared folder which can be shared with the members of your facilitation team at the preparation, implementation and reporting phase of your LWS1:

[LWS1\\_BAS for Basilicata](#)

[LWS1\\_TER for Teruel](#)

[LWS1\\_LAR for Larnaca](#)

[LWS1\\_VAS for Vastra Götaland](#)

[LWS1\\_VOJ for Vojvodina](#)

[LWS1\\_ROM for NE Romania and Moldova](#)

All LWS1 Materials you will use for your LWS1 should be saved inside your Pilot Folder according to the LWS1 Master Folder structure:



- Toolkit (PDF to share and Word for comments/questions on Teams)
- Worksheets (PPT)
- Agenda template (Word)
- Registration Form Template (Word)
- Sign-in sheet (Word)
- Privacy Policy (Word)
- M2.1.Project Presentation (PPT)
- M2.1.Project Presentation Script (Word)
- LWS1 Reporting (Folder) to organise Reporting Forms, Worksheets and photos in subfolders according to Modules (M1, M2, M3 etc)
- Evaluation Questionnaire (Word)

In the present Toolkit Document, the following color-coding has been adopted to facilitate navigation between the guidelines and the external files, folders and online resources to be used in each Module:

- **TEAMS Folders** [\[LINK\]](#) divided into Master Folder and Pilot Folders
- **PPT Worksheets** [\[LINK\]](#) available in the TEAMS Master Folder for replication in Pilot Folders
- **MIRO Worksheets** [\[LINK\]](#) available in the MIRO Master Board
- **Reporting Forms** [\[LINK\]](#) available in the TEAMS Master Folder

## From Local Workshops to Local Action Plans

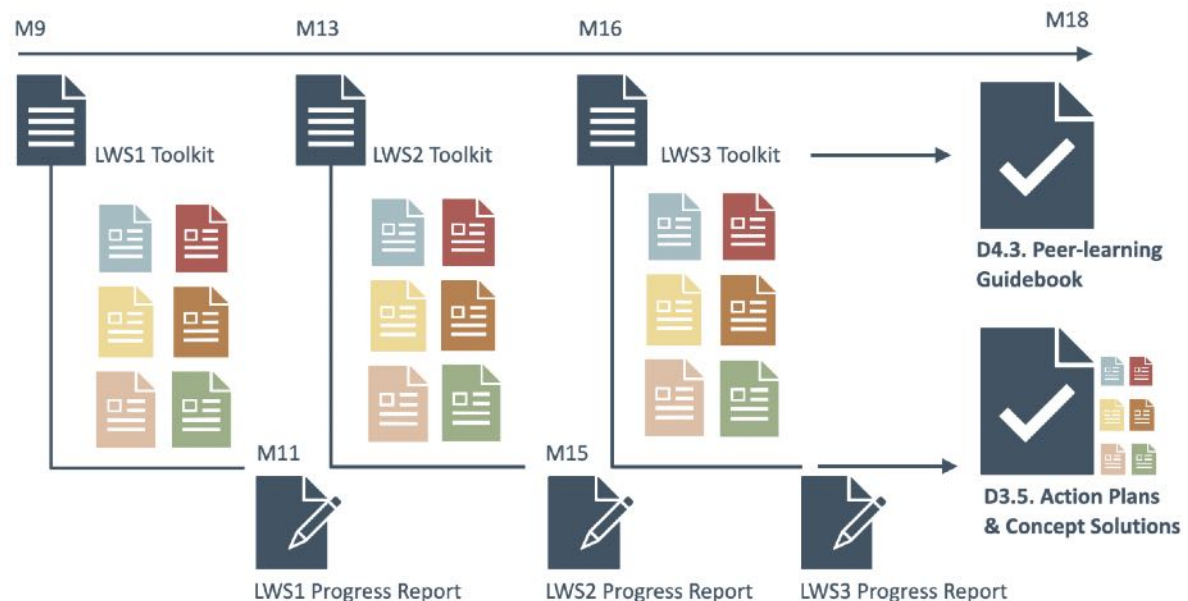
As demonstrated in the figure below, the preparation, implementation and reporting of the three series of LWS spans over a period of 10 months and follows an evolutionary process that leads to the co-development of a Be.CULTOUR Action Plan for each PHS. Based on the Be.CULTOUR co-design methodology (D 3.1. Protocol Methodology) LWS1 will focus on **Problem Exploration**, LWS2 will focus on **Problem Definition**, and LWS3 will focus on **Problem Solving**, engaging stakeholders from the 6 Heritage Innovation Networks in co-developing local Action Plans for circular cultural tourism.

For each Workshop, a **Toolkit** is prepared and a Training is provided to Pilots, Mentors and Facilitators (see 'Roles & Responsibilities'). During the **Training**, the different modules of each LWS are presented. After each module, one break out session is arranged for each PHS in order for the local facilitation team and the Mentor to discuss how the module will be adapted to the local context-needs. After the Training, a follow up **Mentoring session** is arranged in order to finalise the adaptation and translation of Toolkit elements and the organisational aspects of the LWS.

Upon completion of each Workshop, **Reporting Forms** are submitted by each PHS to ICLEI Europe which produces a **Progress Report** for each Workshop Series. These Progress Reports

form the basis of the deliverable D3.5. Action Plans & Concept Solutions which will include the 6 **Action Plans** as developed at Pilot level. In parallel, the methodological co-creation process presented in the three LWS Toolkits will be included in the deliverable D4.3. Peer-learning Guidebook, aiming at the replication of LWS modules and tools by the Mirror Regions / Community of Interest.

Image 1. Structure of reporting elements

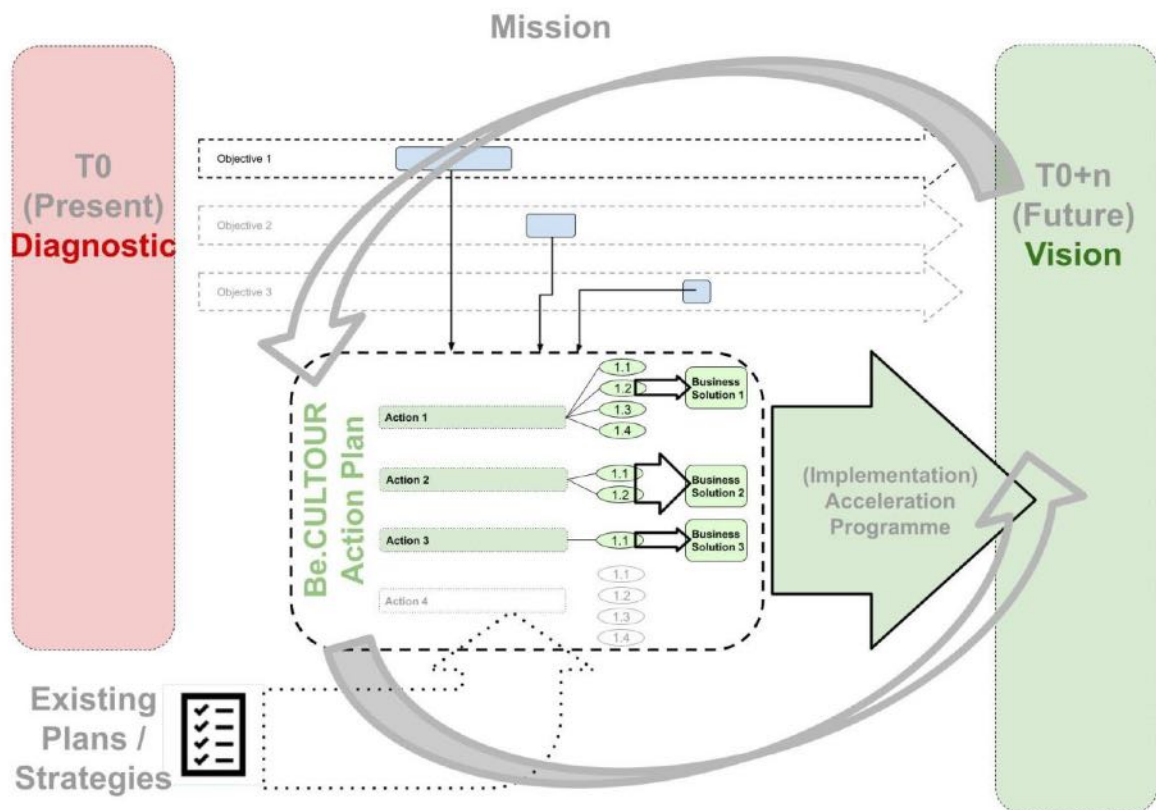


## What is a Local Action Plan?

Each Local Action plan developed within the Be.CULTOUR Pilot Heritage Sites is expected to:

- Directly link to PHS partners' **mandate** (it's YOUR action plan!)
- Contribute to the existing **regional development** strategies/plans
- Localise the "**Circular Economy**" concept
- Demonstrate implementation of **human-centred design** principles
- Include **Europeanization** dimensions
- Focus on 3 **Innovation Areas**
- Valorise concrete **Heritage Sites** & Cultural Assets
- Define a timeline for implementation of Actions, identifying short term targets that can be achieved in the framework of the Be.CULTOUR project and long-term targets that go beyond the project timeframe.
- Define primarily Actions that the project partner organisations can implement based on their mandate and capacity, as well as optional Actions that can be recommended for external stakeholders at regional level

Image 2. Diagram of the relations between Existing Policy documents and the Be.CULTOUR Local Action Plans



The above diagram indicates and explains the relations that the Be.CULTOUR Action Plan will have with other existing local policies, programs, strategies and plans.

The Action Plans developed under the Be.CULTOUR project will need to contribute to [improving regional development through cultural tourism](#). It is therefore important that they will make synergy with other existing local policies, programs, strategies and plans. They need to create continuity of the exiting work and not duplicate work already done or create new silos. The Action Plan should have its roots inside the existing local policies, programs, strategies and plans and contribute to achieving their objectives.

A strategy has three important components:

- a **diagnostic** (A comprehensive description of the current reality);
- a **vision** (A comprehensive description of a desired reality. It is an imagined description, of how a certain place is at a certain moment in the future.); and
- a **mission** (a set of structured and interrelated objectives, programs, plans and actions that make the transition from the current reality to the desired reality).

The Be.CULTOUR preparatory questionnaires (WP3), the data collection process (WP1) and most of the Deliverable D3.4 Report on challenge-driven innovation, are all complementing the diagnostic and help all of us understand the current reality.

The Action Plan will need to: (1) identify (parts of) strategic objective to which it will contribute to and if existing (2) other Action Plans/ Projects that are under implementation. (E.g. The existing RIS3, Regional development strategy, Circular economy strategy/ plan, etc and the existing [CLIC Action plan for Västra Götaland](#) and the [Draft touristic route in North-East Romania and Moldova](#).)

When defining the actions and sub-actions, the Be.CULTOUR partners and their local stakeholders will need to constantly look back at the diagnostic and the vision to make sure the action are indeed a real answer to an existing reality and a desired future.

The Action Plan will need to include a limited but well selected number of clear actions (ideally between 3 and 7). Each action can have several interrelated sub-actions. From these actions/sub-actions (minimum) three business solutions will need to be developed and proposed for the Hackathon. The implementation of the actions, sub-actions and the business solutions will contribute to implementing parts of the strategic objective, other existing Action Plans and therefore bring the local reality closer to the desired vision.

## Indicative structure of Local Action Plans

The table below outlines an indicative structure for the final output of Be.CULTOUR co-creation process: the development of one Local Action Plan for circular cultural tourism on behalf of each Pilot Heritage Site. This structure is expected to be enhanced as Local Workshops are implemented and adapted to the specific needs of each PHS. The objective is that each LWS Module produces concrete outcomes documented in the Reporting Form, which in turn become chapters of the Action Plan. Hence each Action Plan evolves as a living document throughout the implementation of the project, being regularly enhanced with the outcomes of different Tasks.

Table 1. Structure for a Local Action Plan

Chapter	Source
Introduction to PHS <ul style="list-style-type: none"> <li>Including Regional Development context and</li> <li>Cultural Tourism context</li> </ul>	Interviews, Data Collection
Heritage Innovation Network	Stakeholder Mapping & LWS1
Cultural Mapping	LWS1
Local Pact framework <ul style="list-style-type: none"> <li>Aims of the collaboration</li> <li>Key concepts</li> <li>Responsibilities &amp; Governance Structure</li> </ul>	LWS1- LWS2

Selected Innovation Areas Links to regional development strategies and existing objectives	LWS1
Vision	LWS2
Strategic priorities	LWS2
SWOT & PESTEL	LWS1 & Interviews
Selected Actions	
<ul style="list-style-type: none"> <li>• Challenge addressed</li> <li>• Objectives and KPIs</li> <li>• Stakeholders involved (Action Groups)</li> <li>• Allocation of Tasks</li> <li>• Timeline &amp; Milestones</li> <li>• Funding sources [ESF and beyond]</li> <li>• Relevant Business Solution (if relevant)</li> </ul>	LWS1 LWS2 LWS2 LWS3 LWS3 LWS3 LWS3 Hackathon

## LWS1 Timeline

The first series of Local Workshops (LWS1) is planned to take place in November 2021. The LWS1 Toolkit will be shared with Pilots and Mentors in early October and presented during the LWS1 Training on October 5<sup>th</sup>. Pilots will then have the opportunity to translate the necessary materials and prepare the LWS1 in collaboration with the selected Facilitator. All PHS are expected to submit their Reporting Forms to ICLEI Europe within two weeks after the implementation of their 1<sup>st</sup> Local Workshop so that a comprehensive Progress Report of all LWS1 outcomes can be processed by early January 2022. The same process is foreseen to be repeated for LWS2 and LWS3 coordinated by ICLEI in terms of methodology (Toolkit – Training – Implementation – Reporting) supported by ERRIN in terms of Communication and implemented by PHS with the support of their Mentors.

**Table 2. Timeline for LWS1**

SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
LWS1 Communication HIN Stakeholder Engagement	LWS1 Toolkit Training  Adaptation & Translation	LWS1 Implementation & Documentation	Submission of Reporting Forms  LWS1 Progress Report

## LWS1 Objectives

The first Local Workshop aims to achieve the following objectives, through a series of information and co-creation activities divided into 6 modules:

- Framing of **project concepts & objectives** and links to local challenges and regional development strategies
- **Networking, team-building and peer learning** between HIN members
- Assessment of **visitor experience** in selected heritage site through the lens of different target groups and user journey exercises
- Participatory **discovery of hidden assets** through the lens of circular cultural tourism
- Initial of assessment of **challenges and opportunities** per Innovation Area to be addressed by the HIN
- Enhancement of **Stakeholder Mapping** and initial Innovation Ecosystem Mapping
- Introduction to the idea of the “**Local Pact**”
- Presentation / exchange on indicative / inspirational **examples** or ideas of possible actions that could be explored in the next stages
- 

## LWS1 Preparation

### Communication & Engagement Guidelines

#### Stakeholder Engagement

The success of the Heritage Innovation Network building process highly depends on the mix of participants that will be invited and inspired to join the LWS. Selecting and booking the most appropriate **venue(s)** and selecting the most convenient **date & time** to maximise stakeholder engagement are key to the success of the LWS. To do so, exploratory communications with key stakeholders and local partners may be needed. Each LWS is expected and designed to actively involve a between **25 and 30 participants** hence foreseeing **at least 50 targeted invitations** to different stakeholders is considered necessary to ensure quantitative and qualitative outcomes. Apart from the number of participants, engaging a diversity of ecosystem actors (eg. Tourism sector, Local Authorities, NGOs, Cultural Institutions) is key to fostering new connections and harnessing collective intelligence.

#### Invitations & Registrations

In order to ensure participation on the day(s) of the LWS1, we recommend you make a round of invitations connected to a registration system through which your invitees will confirm

participation and provide the necessary data for enhancing the Stakeholder Mapping process. Use the [Be.CULTOUR Branding Guidelines and Materials](#) provided by ERRIN to create simple invitations or ask for a tailor-made poster / invitation that integrates the project branding with your local information.

- **Invitations:**

In order to have a personalised invitation or poster, send the below information to [Agnieszka.Wieczorek@errin.eu](mailto:Agnieszka.Wieczorek@errin.eu) [\(with gaia.marotta@errin.eu in cc\)](#) [at your earliest convenience \(ideally a few weeks before the workshop\)](#):

- Date, start and end time of the event
- Venue of the event (name, address)
- Type of the event (online, hybrid, in person)
- "First Be.CULTOUR local workshop" written in your local language
- A very short description of the workshop (up to three lines max.) in your local language
- Logos that may need to be included

- **Registration Form:**

- Use the online tool "[EU Survey](#)" for online registration of participants and include the link to your invitation
- Translate the **Registration Form Template** (Word) [\[LINK\]](#) in your local language and use it to create your LWS1 Registration Form on EU Survey
- Translate and use the **Privacy Policy** here [\[LINK\]](#)
- Send invitations to selected organisations according to the Stakeholder Mapping exercise and the Local Open call responses

As you disseminate your invitations, keep monitoring **registrations** and follow up if needed to ensure 20-30 relevant stakeholders join the 2-day workshop. A few days before the LWS1 send a reminder attaching the **Agenda** of your LWS1 and **encourage** participants to bring one local product or object that symbolises the local cultural heritage or captures a story about the place (to be used during Module 3)

## LWS1 Dissemination

During and after the workshop, share selected snapshots of your LWS1 with the broader Be.CULTOUR Community.

- Select 10 best photos from you LWS1 and upload to your social media channels. Avoid close-ups on participants faces, focus on group work and interaction with materials used and sites visited.
- You can also use the personalised workshop flyer to promote the event.
- Create a short post focusing on the outcomes of the workshop – how it can contribute to the overall Community? What are the next steps?
- Use the hashtags: #BeCultour #Community and tag the official projects social media channels (@BeCultour)



- Link the project's website when possible: [www.becultour.eu](http://www.becultour.eu)
- Prepare a "thank you" e-mail to be sent to all participants after LWS1 which you can enhance with some photos, key insights and calls to action for the next steps of the HIN.

## Organisational Guidelines (Physical Workshop)

- Select local **Facilitator** and engage him/her to the LWS1 Training
- Share adapted **Toolkit** with local hosting team and review proposed modules
- Structure your LWS1 **Agenda** integrating compulsory Modules. Be especially mindful of timing ensuring enough time for transportation and venue reorganisation where needed, as well as enough Breaks between Modules. Remember Breaks offer valuable informal networking between HIN members!
- **Rehearse** the Workshop with local hosting team and the Mentor, focusing on adaptation of materials and roles distribution during Modules implementation.
- Organise the Workshop taking care of all **logistical** aspects (venues, dates, transport, catering, consumables)
- Adapt, translate and print all necessary materials for LWS1 Implementation
- Talk thorough **documentation** of the workshop and ensure the Reporting Forms structure is clear to all members of your facilitation team (Scanned Worksheets, Photos, Notes, Video/Audio recordings)
- Translate key insights and complete **Reporting Forms** to be submitted to ICLEI Europe two weeks after LWS1 Implementation

## Roles & Responsibilities

A co-creation workshop requires a **facilitation team** with clear roles and responsibilities, to ensure that all organisational aspects are covered and all workshop modules produce the best possible outcomes. In the framework of Be.CULTOUR Local Workshops, the following four roles are suggested, which can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

### Organiser

This role corresponds to the Local Coordinator who on behalf of the local Partner Organisation is responsible for the development of the Heritage Innovation Network at Pilot level, managing the relevant project resources. He/she is in charge of all the production needs of the workshop and can delegate the following tasks to additional colleagues. The organiser is responsible for coordinating communication & engagement tasks to ensure invitations are sent in time to a curated guest list reflecting the diversity required for a Heritage Innovation Network (see D3.1). He/she monitors an RSVP system (eg. EU Survey registration form) and ensures all participants fill the Sign-in sheet upon arrival.



He/she is in charge of **setting up the space(s)** in terms of furniture, light, and **audio-visual equipment** and arranging **catering** services to ensure a warm and hospitable atmosphere. The organiser also purchases, prepares and distributes the necessary consumables (pens, post-its) and print materials (Worksheets) for each activity. Last but not least, during the LWS implementation the organiser acts as **time-keeper**, ensuring that all activities are completed within the agreed timeframe or that the necessary adaptations do not affect the total time dedicated on behalf of participants.

#### *Mentor*

One Mentor has been assigned to support each PHS in the framework of the Be.CULTOUR project in order to ensure the adaptation of the overall Be.CULTOUR methodology to the local needs and circumstances of each Pilot Heritage Site, in terms of content and processes. Mentors participate in the Training and support the local facilitation team in adapting the LWS modules to the local context, providing context-specific input, assisting with translation and cultural interpretation of key concepts or supporting local outreach activities. Mentors are expected to be (physically or digitally) present during the LWS and provide mentoring sessions for both the preparation and the reporting phase of each LWS. Their critical review and feedback to the LWS Reporting Forms is essential to ensure consistency in the Action Plan co-design process.

#### *Facilitator*

This role corresponds to the “frontman/woman” facilitating the workshop. It is recommended to engage an external, neutral facilitator with previous experience in co-creation workshops as well as personal understanding of local realities. The facilitator is in charge of implementing and adapting the Workshop Toolkit to local language and needs, working in close collaboration with the Local Coordinator and the respective PHS Mentor. He/she is responsible for welcoming participants and presenting the hosting team and guest speakers, ensuring a warm and engaging atmosphere throughout the workshop. Delivering the Agenda within agreed timeframes, guiding participants through the modules, keeping discussions focused on LWS objectives and ensuring all Worksheets are completed constitute core responsibilities of the facilitator.

#### *Documenter*

The documenter is in charge of documenting the process and all outcomes of the Workshop. The documenter prepares audiovisual equipment in order to cover the LWS in terms of photography. Video or audio recording of key presentations in plenary is also recommended to facilitate reporting processes. During the LWS, the documenter takes snapshots of the LWS



experience, focusing on HIN collaboration and interaction with the selected heritage site. He/she ensures that all completed Worksheets are photographed and/or scanned in high definition in order to be digitally saved and made accessible on Be.CULTOUR Teams, together with all relevant audiovisual documentation material. The original copies of Worksheets are saved in a pre-agreed office of the local partner, for future reference. Upon completion of the LWS, the documenter is in charge of compiling the Reporting Forms in English language summarising the outputs of each module, gathering the necessary feedback from the facilitation team and Mentor and submitting the final Reporting Forms to ICLEI Europe by the agreed deadline.

**>> Specific instructions for the Documenter can be found in each Module's Reporting section and the final LWS1 Reporting chapter of this Toolkit**

#### *Table host*

Table hosts can be staff or volunteers of the hosting organisation and need to be familiar with the Toolkit in order to answer participant's questions, facilitate discussion and support documentation during group discussions. They take part in the workshop as participants supporting the organiser, facilitator and documenter, ensuring discussions at table/team level run smoothly. In case of confusion, delays or derailment of group discussions, the need to ask for facilitators' support and be open to participants' suggestions to improve the completion of each module.

### Organisational Guidelines (Digital Workshop)

While physical local workshops are preferable, digital workshops can be a suitable substitute. They can be efficient, collaborative, and cost-effective. However, online meetings can lead to fatigue and lower levels of participation and informal interaction. The adaptations of each Module in LWS1 to an online format strive to minimise these factors. Remember that digital *workshops* are not equivalent to standard online *meetings*. An online LWS should involve active participation in group activities and co-creation of materials. Therefore, they require more preparation than regular online meetings. Like a physical workshop, they require formally assigned roles (see Roles & Responsibilities section) and various tools and materials (see Digital Tools and Materials section).

**Specific suggestions for facilitating a digital LWS1 are located within each Module description.**

However, general tips for online workshops are found below. You may also find these two **webinars** useful to get a general idea of tools and methods for online facilitation - feel free to share with your team:

[The five Ws of online stakeholder engagement](#)

[Co-creation methods for online stakeholder engagement webinar](#)

Table 3. Tips for online workshops

Event flow for online workshops:	Rules of online engagement:
<ul style="list-style-type: none"> <li>• Follow a <b>script</b> (who does what when)</li> <li>• Keep sessions between <b>60-90min</b> sessions</li> <li>• Provide <b>breaks</b> between sessions</li> <li>• Calculate 20% more time for online <b>transitions</b> (log in, break outs, speaker alterations, questions)</li> <li>• Try to <b>alternate</b> speaker / activity every 10-20min</li> <li>• Use <b>audiovisual</b> content (music, videos, pre-recorded inputs, graphs, photos)</li> <li>• Keep track of audience needs &amp; time and <b>adjust</b> accordingly</li> <li>• Always start and end <b>on time</b></li> <li>• Enable time for <b>feedback &amp; questions</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Express your ideas</b></li> <li>• There are no bad ideas <ul style="list-style-type: none"> <li>○ Encourage thinking out of the box</li> <li>○ Defer judgment</li> </ul> </li> <li>• <b>Quantity over quality</b> <ul style="list-style-type: none"> <li>○ Encourage collective thinking</li> <li>○ Capture everything</li> </ul> </li> <li>• <b>Stay focused on the topic</b> <ul style="list-style-type: none"> <li>○ One conversation at the time</li> </ul> </li> </ul>

## Roles & Responsibilities

A co-creation workshop requires a facilitation team with clear roles and responsibilities, to ensure that all organisational aspects are covered and all workshop modules produce the best possible outcomes. In the framework of Be.CULTOUR Local Workshops, the following four roles are suggested, which can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

### Organiser

Similar general role as with physical workshop (see p. 10). Special attention is given to time-keeping, sending private messages to Facilitator and speakers to ensure each Module runs within agreed timeframe.

### Mentor

Similar general role as with physical workshop (see p. 10).

### Facilitator

Similar general role as with physical workshop (see p. 10), but with added attention to the

rules of online engagement, above, and modified reporting tasks as specified within each module.

#### Documenter

Similar general role as with physical workshop (see p. 10), but with modified reporting tasks as specified within each module. The Documenter is in charge of recording the LWS1 plenary sessions and taking screenshots instead of photos.

#### Table host

Similar general role as with physical workshop (see p. 11), but with modified digital hosting tasks as specified within each module. The Table hosts play a special role in Break-Out Rooms, as they facilitate and document group discussions in different Modules. Recording Break-Out discussions may limit the freedom of expression of participants, but keeping an audio recording (on Zoom or on a mobile) may be useful for exclusively documentation and reporting purposes. Ensure that participants are asked permission to record.

#### Tech host

Responsible for all technical aspects (log in, sound, light, break outs, videos). Provides technical support to speakers and participants. The tech host accepts participants in the Zoom meeting and organises Break Out rooms. The composition of each Break Out room can be pre-decided based on Registrations or can be random, as long as a Table host is assigned to each Break Out room. The Tech host is responsible for providing access to MIRO Worksheets and sharing screen when needed.

#### Conversation assistant (Optional but recommended)

Manages chat and encourages engagement through polls and quizzes.

## Digital Tools and Materials

Specific digital tools (namely Zoom and MIRO) are recommended for the online implementation of the LWS1, however here are some additional points to help you prepare:

### Suggested workshop platforms (Zoom, MIRO and MENTIMETER):

- **Pricing:** ZOOM is free only for meetings under 40 minutes, therefore *a paid ZOOM plan will be necessary* for the online workshop. See pricing [here](#). In case you are not able to cover such a ZOOM PRO account for your LWS1, please contact ICLEI partners to explore co-hosting options.

MIRO is free for guests, and all LWS1 MIRO Worksheets will be provided using the ICLEI paid account on MIRO. *A paid MIRO plan is therefore not necessary* for the online workshop.

MENTIMETER is free for asking up to two questions. See pricing [here](#). *A paid plan will not be necessary for the online workshop*.

- **Participant limit:** 100-300 participants for Zoom, plan dependent. Unlimited participants for MIRO and MENTIMETER.
- **Access to the platforms:** Easy to join via link to Zoom call or link to a MIRO worksheet or MENTIMETER poll.
- Zoom allows:
  - Single or multiple virtual spaces (break out rooms)
  - Manual or random allocation of participants in breakout rooms
  - Screen sharing and sharing of audiovisual material
  - Recording of main session and/or break out rooms
  - Private chat, public chat or Q&A function
- MIRO allows:
  - Easy navigation between and editing (e.g. adding postit notes) of pre-existing worksheets
- MENTIMETER allows:
  - Instantaneous sharing of poll questions and viewing results

Table 4. Array of online tools

Complementary online tools				
<i>Need</i>	<i>Online conferencing</i>	<i>Whiteboard</i>	<i>Shared files</i>	<i>Surveys and polls</i>
<i>Feature</i>	Presentation, group discussion, breakout rooms	(Collaborative) Workshop canvas illustration	Note keeping	Live feedback
<i>Sample tools</i>	<ul style="list-style-type: none"> <li>• ZOOM</li> <li>• Microsoft Teams</li> <li>• Skype</li> <li>• GoTo Meeting</li> <li>• Cisco Webex</li> </ul>	<ul style="list-style-type: none"> <li>• MIRO</li> <li>• Mural</li> <li>• Jamboard</li> <li>• Stormboard</li> </ul>	<ul style="list-style-type: none"> <li>• TEAMS</li> <li>• Google docs/slides/sheets</li> <li>• Evernote</li> </ul>	<ul style="list-style-type: none"> <li>• Mentimeter</li> <li>• Slido</li> <li>• Kahoot!</li> </ul>

Most materials are the same for physical and digital implementation of LWS1. Printed Worksheets are replaced by MIRO Worksheets. View the [Master MIRO Board \[LINK\]](#) and we will provide you a Pilot MIRO Board for your LWS1 including the following MIRO Worksheets:

1. Module 1 - Community Building
  - a. Stakeholder mapping
2. Module 4 – Website visit
  - a. Virtual user journey
3. Module 5 – Discovering our ‘hidden’ assets
  - a. Asset mapping and challenge cards
  - b. Dot voting process
  - c. Challenge driven team-building phase

4. Module 6 – Strengthening our Heritage Innovation Network
  - a. Innovation ecosystem mapping  
LWS1 Implementation

Transferring the LWS1 structure to an online setting requires certain adaptation of the timeframe so as to avoid “Zoom fatigue”. Make sure you keep each session under 90min, provide coffee and lunch breaks and stick to the Agenda.



## LWS1 Implementation

Table 5. Overview of Modules

Module (Compulsory modules are <b>bolded</b> )	Physical Workshop	Online Workshop
1. Community Building	60 min	30min
<b>2. Introduction to Be.Cultour</b>	<b>60 min</b>	<b>60min</b>
3. Food for Thought	120 min	60min
<b>4. Web/site Visit</b>	<b>120 min</b>	<b>60min</b>
<b>5. Discovering our 'hidden' assets</b>	<b>140 min</b>	<b>120min</b>
6. Strengthening our Heritage Innovation Network	40 min	40min

### Module 1. Community building (60min)

*Method: Interactive introductions*

The first module serves as an ice-breaker and community building warm-up.

#### Expectations mapping

As participants arrive in the space and register to the LWS, they are asked to fill coloured post-its, using green post-its to share their **motivations** for joining the LWS and pink post-its to share **expectations** from the LWS. They are instructed to write **one idea in each post-it** with clear large letters and motivated to use more than one post-it if needed. Post-its are then placed on the display wall and clustered by the Documenter in terms of commonalities or emerging patterns.

#### Constellations

Participants are welcomed by the Facilitator and asked to move around the space forming constellations according to different characteristics: They cluster in **sectoral groups**, place themselves on a fictional map of their region according to **living and working location**, and organise themselves in **alphabetical order** based on their first names. This activity serves a conversation starter, enabling the group to understand the diversity of actors participating in the Heritage Innovation Network and possible interconnections among common threads (eg. organisation, neighbourhood).

#### Circle

Participants are invited to sit in a big circle of chairs for a round of introductions. The dynamic of the circle is enhanced with a “flying thread” activity, interconnecting HIN members. Participants use a thread to create a tangible network, while **introducing themselves** to the group, sharing the **core activities of the organisations** they represent and how they relate to Be.CULTOUR. The Documenter fills one yellow post-it for each participant and places him on the “Stakeholder Map” according to the sector they represent and the reach of the organisation they represent (micro-meso-macro). At the end of the circle participants are asked to review the Stakeholder Map: they can move stickers around or **draw connections** between organisations that already work together.

The **outcome** of this module is an enhanced understanding of the local Heritage Innovation Network and a mapping of participating stakeholders identifying their key motivations and expectations from this Workshop.

## Preparation

- Review your list of participants to anticipate the flow of the Constellations and Circle activities
- Set up the space with enough chairs organised around one big circle and enough empty space in the middle/around the circle for participants to move comfortably
- Define a large Display Wall for printed Worksheets to be visibly hanged and accessed throughout the LWS

## Tools

- Display wall at the entrance of the venue where the Motivations & Expectations Mapping can take place. You can either print the [Worksheet 1.1 \[LINK\]](#) in A2 or recreate the two columns with the two respective questions, using roll paper.
- [Worksheet 1.2 “Stakeholder Map” \[LINK\]](#), printed in A1 format or redrawn in larger roll paper displayed on the wall, visible from all participants throughout the workshop. Allow enough space for multiple post-its to be inserted during Module 1 and Module 6.
- Post-its in 3 different colours (Green, Pink, Yellow). Place packs of Green and Pink post-its by the display wall for the Motivations & Expectations Mapping. Leave Yellow post-its to Documenter to use for the Stakeholder Mapping.
- 50 marker pens
- Extra blue tack or tape to fix post-its on the wall
- You can use white sticker Nametags, asking people to write their first name and stick it on their shirt as they register.
- One big knitting thread / yarn. You can choose it in the Be.CULTOUR colour selected for your PHS.



## Implementation

WHEN	WHERE	WHO
Module duration: 60min	Workshop venue with chairs arranged in a big circle. Expectations & Motivations Map displayed by the registrations desk. A map of the PHS	25+ participants LWS1 Facilitation team



	can be displayed on the wall, enhanced with post cards of key cultural assets.	
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Step	Timing	Facilitator	Participants
Step 0	10min Before start	Arrival – Registrations	Participants populate the <b>Expectations / Motivations Map</b> with green and pink post-its
Step 1	5min	<p>Welcome by Facilitator and quick Overview of LWS1 Agenda</p> <p>Ask participants to stand up, gather in the middle of the circle and organise themselves in the space according to the following “Constellations”</p>	
Step 2	5min	<p>Assign 5 areas in the room to the 5 sectors below and ask them to physically move to their sector.</p> <p><i>Which sector do you represent here today?</i></p> <ul style="list-style-type: none"> <li>• Tourism Sector</li> <li>• Cultural Organisation</li> <li>• Research Institution</li> <li>• Public Authority</li> <li>• Civil Society</li> </ul> <p>Provide a quick overview of the constellations formed,</p>	<p>Participants physically move to one of the 5 proposed areas in the room. Those who “wear multiple hats” can stand between sectors, or propose an extra sector.</p> <p>The cross-sectoral mix of participants become visible and participants relate to each other based on their area of work.</p>
Step 3	5min	<p><i>Now, imagine this room is a map of our region. If these four walls symbolise the North, South, East, West of our map and here (show) is the capital....</i></p> <p><i>Where do you currently live?</i></p>	<p>Participants physically move on the proposed imaginary map, discussing interrelations between different locations. The geographical representativity of the group becomes visible and participants relate to neighbours.</p>
Step 4		<i>Where do you currently work?</i>	<p>Most people may stay in the same place, but those who have to commute will change position. An extra space can be indicated for “online workers / digital nomads”.</p>

Step 5	5min	<i>Arrange yourselves around the circle of chairs in alphabetical order according to your first name! This chair is letter A and this one letter Z.</i>	Participants start introducing each other to get in alphabetical order. Nametags can help accelerate this process.
Sep 6	5min	Ask participants to sit around the circle. Present the thread and introduce the circle process.	Participants check the alphabetical order and switch seats if needed.
Step 7	25min	Launch the thread to one participant, asking to take 1min to introduce themselves, their organisation and their relation to the project, by completing three phrases: <ul style="list-style-type: none"> <li>• I am.....</li> <li>• I represent....organisation</li> <li>• Our core activities are....</li> <li>• We are interested in cultural tourism because....</li> </ul>	Participant 1 answers the questions, holds one side of the thread and throws thread to Participant 2 across the circle  (Repeat)
Step 8		Documenter keeps notes on the <b>Stakeholder Map</b> : One yellow post-it for every participant, placed according to sector and scale of activity.  Ensure that participants hold their part of the thread stretched across the circle.	As one participant throws the thread to the other, a network is created in the middle of the circle.
Step 9	2min	When everyone has spoken, refer to the symbolism of the network created. Ask participants to slightly pull the thread to feel the connections and interdependence within the ecosystem.	
Step 10	8min	Let the thread fall in the middle of the circle and ask participants to stand up and gather around the Display Wall. <ul style="list-style-type: none"> <li>• <i>Are you located in the right spot?</i></li> <li>• <i>Is there any connection you would like to draw to other participants?</i></li> </ul> The Documenter helps move post-its around and visualise	Participants review the <b>Stakeholder Map</b> , suggesting changes and drawing interconnections between organisations e.g. working together on other projects/initiatives.

		interconnections between stakeholders	
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## Reporting

This reporting is important for creating the progress reports and Action Plans from local workshop outputs.

- Fill in **M1.1. Reporting Form: “Motivations and Expectations mapping”** [\[LINK\]](#): Summarise briefly in English various commonalities and patterns in participants’ motivations and expectations.
  - Scan / Take pictures of the physical expectations/motivations mapping or online poll results. Save the pictures in your **PHS Module 1 Reporting Folder** [\[LINK\]](#).
- Fill in **M1.2 Reporting Form: “Stakeholder Mapping”** [\[LINK\]](#): Write an English summary of your impressions about the composition and connections between of participants in the workshop (sector and level).
  - Take a picture of the final physical stakeholder map populated with post-its. Save the picture in your **PHS Module 1 Reporting Folder**.

## Online adaptation

- Use **MIRO Worksheet “Module 1 - Community Building”** [\[LINK\]](#) in plenary to run the Module online
- Complete the same documentation tasks as the physical version. Take screenshots instead of photos.
- You can replace the physical constellation exercise with an “online icebreaker” of your choice.
- Expectations mapping can be efficiently conducted through an online poll like Mentimeter. Set up two short-answer questions about participants’ motivations and expectations for joining the workshop.

### Sample structure for online adaptation: 30 min

Step	Activity	Timing	Role	Notes
1	Expectations mapping	5 min	Facilitator + conversation assistant	Facilitator welcomes participants in virtual plenary and explains the activity. Conversation assistant shares link to Mentimeter online poll with two open questions: <ul style="list-style-type: none"> <li>• <i>What is your main MOTIVATION for joining this Workshop?</i></li> <li>• <i>What is your main EXPECTATION from this Workshop?</i></li> </ul>
2		5min	Facilitator	Participants respond to two open questions in the online poll.
3		5 min	Facilitator	Shares screen of the poll and briefly summarises themes, highlighting common motivations and expectations.

4	Stakeholder Mapping	10 min	Facilitator + Documenter	<p>Still in virtual plenary, the facilitator guides a round of participant introductions (using same questions as physical exercise). Participants can “throw” an imaginary ball of thread to the next person to symbolise the interconnections.</p> <p>Documenter simultaneously writes participants’ input on postits on the digital Stakeholder Map in <a href="#">Module 1 MIRO Worksheet</a>.</p>
5		5 min	Facilitator + Documenter	<p>Facilitator shares screen and participants review the digital Stakeholder Map, suggesting changes and drawing interconnections between organisations e.g. working together on other projects/initiatives.</p> <p>Documenter can make these changes on the <a href="#">MIRO worksheet</a>.</p>



## Module 2. Introduction to Be.CULTOUR (60min)



WHEN	WHERE	WHO
Module duration: 60min	Workshop venue with chairs arranged amphi-theatrically. Projector and screen connected to laptop and internet, to display presentations.	25+ participants LWS1 Facilitation team Keynote Speaker

### 2.1. Be.CULTOUR Project Presentation

Use the [2.1. Project Presentation \[LINK\]](#) and [2.1. Project Presentation Script \[LINK\]](#) to provide a 10min introduction to the Be.CULTOUR project. This can be delivered by the Organiser or the Mentor of each PHS. After this presentation, give a chance to participants to ask burning questions or seek clarifications for, ensuring you don't jump into topics/details that will be covered in following Modules.

### 2.2. Keynote Speaker

Use the LWS1 as an opportunity to onboard a local decision maker, an expert in the field or a representative of a key stakeholder organisation for your Local Action plan development and implementation. Someone that can give gravitas to the project, leverage political support or spark the curiosity of other invitees. Invite them to give a 10-15min presentation that connects Be.CULTOUR with the broader regional framework and existing strategies related to Cultural Tourism and the Circular Economy. Here come some guiding questions that can be covered by the Keynote Speaker:

- What are the **key regional development characteristics** of the territory where PHS operating in?
- What are the **key challenges and opportunities** of the territory where PHS operating in?
- What are the **key policy documents / programmes / strategies and/or plans** that are/might be relevant for the project implementation?
- What are the **key cultural tourism characteristics** of the territory where PHS operating in?
- To what extent is **circular economy** implemented in the territory where PHS operating in?
- **What inspirational examples** can you share from the field of cultural tourism/ circular economy / innovative initiatives (at regional, national, international level), ideally linked with the Niche Innovation Areas?

After this presentation, give a chance to participants to ask burning questions or seek clarifications for, ensuring you don't jump into topics/details that will be covered in following Modules.

## 2.3. Framing of PHS

This is your chance to present your Pilot Heritage Site and define the scope of the Be.CULTOUR project at local level, both in terms of geographical boundaries and in terms of thematic focus (your Innovation Areas). Here come some guiding questions that can help you prepare your PHS Presentation in collaboration with your Mentor:

- How is your **PHS defined**? What are the geographical **limits of the PHS**?
- What is the **starting point** for the PHS work? Is the PHS work a continuation of previous projects or ongoing initiatives? Is it inspired by best practices already experimented at local level?
- Are there already some **draft ideas/visions** where we want to arrive by the end of the project?
- What are the main **challenges and opportunities** we have identified so far?
- What **Niche Innovation Areas** will your PHS focus on?
- How will the **Action Plan** look like and who is it for?
- What is the **indicative timespan** for the development and implementation of the local Action Plan?
- How will the stakeholders group **cooperate**? What **processes** will be developed? What are the **key steps/events/activities**?
- **Why** should stakeholders **get involved**? **How** can stakeholders **contribute** to the Action Plans?

## 2.4. Q&A Session

Depending of the available time, open the floor for a discussion to answer questions and share reflections on the three introductory presentations. Give max 2min for individual inputs and try to alternate between female and male participants during the sharing of feedback.

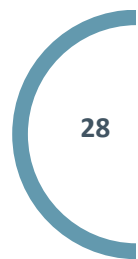
## Reporting

This reporting is important for creating the progress reports and Action Plans from local workshop outputs.

- Save the 3 final PowerPoint presentations in your **PHS Module 2 Reporting Folder** [\[LINK\]](#) (M2.1 adapted Project Presentation, M2.2. Keynote Speaker Presentation, M2.3.PHS Presentation)
- Use **M2. Reporting Form: “Introduction to Be.CULTOUR”** [\[LINK\]](#) to summarise important themes and points from the presentations in English (except for the standard Be.CULTOUR presentation).
- Take pictures / screenshots of presenters. Save the pictures in your **PHS Module 2 Reporting Folder**.

## Online adaptation

Little adaptation needed. Presentations are made using “share screen” and Q&A occur in virtual plenary. Tech host can ‘spotlight’ the speakers so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications.



## Module 3. Food for thought (120min)

*Method: Symposium*

This module constitutes the social event of the LWS, aiming to stimulate informal exchange while offering participants experiential interactions with the region's intangible heritage (local products, recipes, stories, music).

Participants are invited to **bring one artefact or local product** that captures the cultural heritage of the region and to share a story about it with the group. This can be an interesting fact, a personal memory or an idea about the promotion of the PHS in terms of **circular cultural tourism**.



### Preparation

- Select a **location** that can host the dinner, such as a restaurant or catering venue that reflects the local gastronomic heritage. Ensure the venue can accommodate 25-30 people in one or two large tables, to enhance the feeling of community. Make sure that you share the location with your guests early, giving clear information on access by public transport, parking and valid COVID-19 regulations.
- Arrange a briefing with the dinner hosts to go through the concepts and the flow of the dinner. You should not have to deal with service during the event, so choose a location with in-house service.
- Pick a **theme** for the dinner to up the excitement, engage participants and set the tone of the interaction that will take place throughout the event. This can be inspired by your region's cultural identity (i.e. one or more local products, a colour that reminds a key landscape feature, or a collective memory that inspires conviviality and togetherness).
- Find **decorations** that support your dinner's theme and create a welcoming ambiance (flowers, candles). Make sure that whatever is in the center of the dinner table isn't so tall that your guests can't comfortably see each other and chat around it. Remember that people tend to be more comfortable sharing and conversing in low light that's warm and welcoming, as opposed to stark, bright light.



## Tools

- Plan your **menu**, with more than one option of dishes for your guests, considering dietary preferences or specific food allergies. Think of local products or recipes that are worth demonstrating during this dinner. Don't forget dessert! A sweet treat is a great way to wrap up the evening. Some tips regarding menu design:
  - Consider including PDO products (Protection Denomination of Origin), biodynamic or organic products (BIO certification), products of local farmers protecting traditional farming methods and natural resources or products of your region listed in the Slow Food [Ark of Taste](#)
  - Consider local traditional recipes or fusion cuisine valorising the gastronomic heritage of your region
- Think of **intangible cultural heritage elements** that can stimulate the 5 senses: different tastes, traditional music, a video projection, a live reading can give a special touch to participants' experience.

## Implementation

WHEN	WHERE	WHO
Evening before or on the day of the LWS1  Module duration: 120min	Local Restaurant or Heritage Site supported by Catering service	25+ participants LWS1 Facilitation team Guest Artist / Performer

- Think of who may not know each other, to encourage new connections and avoid silos of friends. Consider **seating arrangements** so that nobody is at a huge disadvantage because of whom they are sitting beside. It is often a good idea to place a person with a tendency to overpower the conversation next to you, so you can keep them in order if necessary.
- Be a **great host** setting the mood of the event. Keep it light, complimentary and charming through your body language and tone of voice.
- Be a **conversation starter** by inviting people to share stories related to an artefact or cultural asset from their region. Do your homework and have some ready facts at your fingertips about your guests, encouraging them to mingle and interact with people they don't already know.
- Let the others do the talking, making the guests feel comfortable and giving space to them for conversation.

## Reporting

This reporting is important for creating the progress reports and Action Plans from local workshop outputs.

- Fill **M3. Reporting Form: “Food for thought”** [\[LINK\]](#) with impressions from the social event, summarising inspiring, touching stories, insights and connections that arose during the dinner (e.g. about participants’ artefacts).
- Take pictures with permission (generic and close ups) to document the overall experience and save them in your **PHS Module 3 Reporting Folder** [\[LINK\]](#).

## Online adaptation

**Sample structure for online adaptation: 60 min**

Step	Timing	Role	Notes
1	5 min	Facilitator	Facilitator welcomes participants in virtual dinnertime plenary and explains the activity.
2	30 min	Facilitator	Participants eat their (self-prepared) meals and one-by-one share their artefacts (or recipes!) with the group.
3	10 min	Facilitator + tech host	Tech host randomly sorts participants into a first round of small breakout rooms (3-4 people) to enable natural conversations over a “virtual drink”.
4	10 min	Facilitator + tech host	Tech host brings participants to plenary and then randomly sorts participants into a second round of small breakout rooms (3-4 people).
5	5 min	Facilitator	In virtual plenary facilitator wraps up the evening.

## Module 4. Site Visit (120min)

*Method: User journey mapping*

A **User Journey Map** is a visualisation of an individual's relationship with a product or service over time and across different touch-points. It starts with discovery and continues with the individual's active engagement and long-term loyalty or advocacy. In the framework of Be.CULTOUR this method will be used to assess **visitor experience** of a concrete heritage site, focusing on Personas that reflect key target groups that each PHS is aiming to attract.

**Personas** are fictional, generalized characters that encompass key characteristics such as needs, goals, frustrations and observed behaviour patterns. Through a site visit and role-playing game, LWS1 participants step into the shoes of different target groups and assess visitor experience, building empathy for their needs at different stages of their visit.

The proposed User Journey Map enables participants to explore visitors' interactions with the heritage site, from initial discovery and pre-visit planning, to the transition and arrival, the flow of the visit and the departure from the heritage site. During the exercise, participants are asked to keep notes on the following aspects of their experience:

- **Actions:** What are they doing?
- **Touchpoints:** How are they interacting with the tangible and intangible aspects of the site?
- **Thoughts:** What are they thinking?
- **Feelings:** How / What are they feeling?

The outcome of this module is a completed User Journey Map for each of the selected Personas, identifying gaps and **pain points** as well as **opportunities** and suggestions for improving visitor experience.



### Preparation

- Select the cultural heritage site to be visited (e.g. natural park, church, museum)
- Review the 10 Persona Cards and select the 5 most relevant Personas to be used in the role-playing. These should reflect the key target groups your PHS is aiming to attract, so you can use inputs from the Questionnaires collected so far to edit the template and develop different/additional Personas.

- It is recommended to leave some Cards empty for participants to fill, with fictional Personas that may not be considered so far (new target groups you wish to attract).
- Print in A4 and cut your Persona Cards (1 Slide = 4 Persona Cards)
- Review the User Journey Map, translate and if needed, enhance with additional info relevant the selected heritage site.
- Book a guide to provide an initial tour to the site.
- Arrange participants' transportation to the site.
- Gather official information material usually provided to site visitors (flyers, maps, audio guides)

## Tools

- Official information material provided to site visitors
- [Worksheet 4.1: "Persona cards"](#) [LINK], printed in A4 cut in 16 cards
- [Worksheet 4.2: "User Journey Map"](#) [LINK], 10 copies printed in A3
- Hard boards for participants to place/fill User Journey Maps
- Extra blank A4 sheets for participants to keep notes
- Pens for all participants
- Suggested reading: [Visitor Journey Mapping: walking in our visitors' shoes](#)

Image 3. Preview of Persona Cards and User Journey Map

The image displays two components of the workshop materials. On the left, there is a grid of 16 circular icons, each representing a different persona with unique features like hair, clothing, and accessories. On the right, there is a User Journey Map template. It consists of a grid with four columns labeled 'Pre-visit', 'Transition', 'Visit', and 'Departure'. The rows are labeled 'Actions', 'Touchpoints', 'Thoughts', 'Feelings', 'Painpoints', and 'Opportunities'. The 'Feelings' row includes a color-coded legend: Green for 'Excitement / Pride / Joy', Yellow for 'Surprise / Inspiration', Orange for 'Panic / Worrying / Uncertainty / Discomfort', and Red for 'Confusion / Dislike / Frustration / Anger'. The 'Painpoints' and 'Opportunities' rows are highlighted in red and green respectively.

## Implementation

WHEN	WHERE	WHO
Standard opening hours of selected heritage site.	Selected heritage site circuit for Group Work	25+ participants divided into groups of 2-3
Module duration: 120min + Transportation time	Lobby space / Cafeteria with tables/chairs for Plenary	Tour Guide LWS1 Facilitation team

Step	Timeframe	Facilitator	Participants
Step 1	5min	Arrival and Welcome to the site	
Step 2	15min	Introduction and/or initial Tour by local guide	Discover history, importance and infrastructure of selected site.
Step 3	10min	Instructions on Module 2 objectives and implementation	
Step 4	10min	Presentation and distribution of selected <b>Persona Cards</b> (one Persona per 2-3 participants)  Propose match-making between participants' expertise/background and proposed Personas.	Participants are divided in groups of 2-3. Each group selects one Persona Card.
Step 5	10min	Distribution of <b>User Journey Maps</b> and explanation of structure.	
Step 6	30min	User Journeys start. Provide clarifications if needed.	Group Work: Independent exploration of heritage site, keeping notes on the <b>User Journey Map</b>
Step 7	15min	Invite groups to gather in lobby area to complete User Journey Maps. Provide clarifications if needed.	Group Work: Completion of <b>User Journey Map</b> and preparation of presentation to Plenary
Step 8	20min	Facilitate group presentations and of exchange of insights. Highlight common findings and key insights (about and beyond this heritage site).	Plenary: Presentation of <b>User Journey Maps</b> for each Persona.  Documenter takes note of common themes and "hot topics" in <b>M4. Reporting Form</b> .
Step 9	5min	Closing remarks	

## Reporting

This reporting is important for creating the progress reports and Action Plans from local workshop outputs.

- Based on the final group discussions, fill in (in English) the table provided in **M4. Reporting Form: "Site Visit" [LINK]**. The form summarises key insights coming from all User Personas.

- Scan the hand-written Worksheets, take pictures with permission (of the site and participants interactions). Save them in your **PHS Module 4 Reporting Folder** [\[LINK\]](#).

## Online adaptation

- Use **MIRO Worksheet “Module 4 – Website visit”** [\[LINK\]](#) once in breakout rooms to run the Module online
- Complete the same documentation tasks as the physical version. Take screenshots instead of photos.

**Preparatory work:** Select and create a list of 3-5 websites or virtual experiences (if available) for Heritage locations in your region. Update the **“Module 4 – Website visit” MIRO worksheets** (add one virtual site name and link to each available worksheet).

These can be:

1. An online exhibition or virtual tour
2. An online guide (website or pdf)
3. A tourism portal
4. An interactive map
5. A mobile app for visitors of your regions

### Sample structure for online adaptation: 60 min

Step	Timing	Role	Notes
1	10 min	Facilitator + Conversation assistant	Facilitator welcomes participants in virtual plenary and explains the activity. Conversation assistant shares link to <b>“Module 4 - Website visit” MIRO worksheet</b> . Facilitator presents the selected virtual experiences and User Personas.  Tech host randomly sorts participants into small group virtual breakout rooms (one group per virtual experience, group rooms named “Site 1”, “Site 2” ...).
2	10min	Table hosts + Tech host	In break out rooms, table host shares screen of the persona cards (located in their <b>MIRO worksheet</b> ) and participants claim one persona each.  The goal is to put them in shoes of visitors who want to visit the region and generate an understanding of the needs and gaps in the online resources.

3	10min	Individual browsing	<p>Participants take 10 minutes to individually navigate the website through the lens of their persona. They should think about:</p> <ul style="list-style-type: none"> <li>• Gaps and pain points (e.g. What information is unclear, missing, difficult to locate? What visuals are inaccessible?)</li> <li>• Opportunities and suggestions for its improvement.</li> </ul>
4	10min	Group Presentation	<p>In the break out rooms, each participant shares their 'gaps and pain points, and opportunities and suggestions' for the virtual site. The table host takes notes in "<a href="#">Module 4 - Website visit</a>" MIRO worksheet.</p>
5	15min	Facilitator + Table hosts + Documenter	<p>After returning to virtual plenary, facilitator guides a report-back round from each group's table host. Documenter takes notes in <a href="#">M.4 Reporting Form</a>.</p>
6	5 min	Facilitator	<p>Wrap-up about key insights and common themes that relate to the different virtual experiences and for the digital presence of the PHS as a whole.</p>

## Module 5. Discovering our 'hidden' assets (140min)

Method: Asset Mapping & World Café

**Asset mapping** enables the members of a community to document the existing resources of a region incorporating these strengths into regional development work. Using a printed or digital map, different stakeholders are engaged in analysing the current context based on concrete criteria in order to document challenges and opportunities for action.

**World Café** is a powerful and thought-provoking method that makes use of an informal cafe setting to enable discussion in small groups, while at the same time harnessing the collective intelligence of diverse participants. Using multiple **rounds of discussion** as well as **rotation** between tables, it can facilitate large groups in sharing knowledge and creating possibilities for action. The World Café is organised around one powerful question that can stimulate discussion or an issue that genuinely matters to the work of your stakeholder group.

In the framework of Be.CULTOUR, a **regional map** will be used to identify the key assets of the Pilot Heritage Site, discussing the intrinsic values of tangible, intangible and natural heritage assets. The Asset Mapping exercise is followed by a World Café to enable exchange between discussion groups and enhance the 5+ maps with diverse insights.

A **first round** of discussion (15min) focuses on reviewing the most recognised cultural and natural heritage assets of the PHS. These can be pre-selected and pre-filled on the Map and [Worksheet 5.2](#) by the facilitation team based on previous analysis (Interviews, Data Collection) so as to kick-start the discussion. Postcards of famous landmarks can be used to visually enhance the map and stimulate participants memory and imagination.

Participants review this baseline asset mapping materials provided and enhance [Worksheet 5.2](#), based on the following questions:

- *Why do these matter to us? What 5 adjectives capture their value?*
- *What are the main challenges that need to be addressed?*
- *What are the key opportunities to be harnessed?*

The **second round** of discussion (30min) focuses on identifying 10 additional “hidden assets” of the PHS which ought to be valorised, connected and promoted as part of the local circular cultural tourism Action Plan. These can be tangible or intangible heritage assets or natural resources that are not widely known but appreciated by the local community, because of their intrinsic cultural, social, natural or economic value. A supportive diagram of different types of heritage assets is provided in [Worksheet 5.3](#). in order to help participants think beyond the traditional categories of cultural and natural resources.

It is strongly recommended that this discussion is aligned with the Innovation Areas presented in Module 2, so as to narrow down the focus of the discussion.

Participants document these 10 additional “hidden assets” on the same Map using colourful stickers and complete [Worksheet 5.3](#), based on the following questions:

- *What are the hidden resources of our region?*



- *Why do these matter to us? What 5 adjectives capture their value?*
- *What are the main challenges to be addressed?*
- *What are the key opportunities to be harnessed?*

The **third round** of discussion (30min) starts with a rotation of tables, so that participants find themselves in front of a different Map and set of Worksheets, with different interlocutors around the table. Table hosts who remain in their position provide an overview of discussions and notes taken so far and ask the new group to enhance the Worksheet with new perspectives and ideas on the 10 identified “hidden assets”. At the end of this round participants identify and formulate 5 main challenges that need to be addressed in order to valorise these cultural assets, and write each of them in one coloured **Challenge Card**. Challenge cards can relate to a concrete cultural asset (e.g. need to improve public transportation to X church) or concern multiple hidden cultural assets (e.g. X route not included in local guides).

During the **closing plenary** (30min), the table host or one volunteer from each table presents the outcomes of the mapping to the group and sticks the 5 Challenge Cards from each group on the display wall (expected total of 20+ Challenge Cards). The documenter compares the different lists of “hidden heritage assets” and identifies commonalities among the challenges identified in different groups. As groups discussion outcomes are presented, **Challenge Cards** that relate to similar challenges are clustered thematically on the display wall.

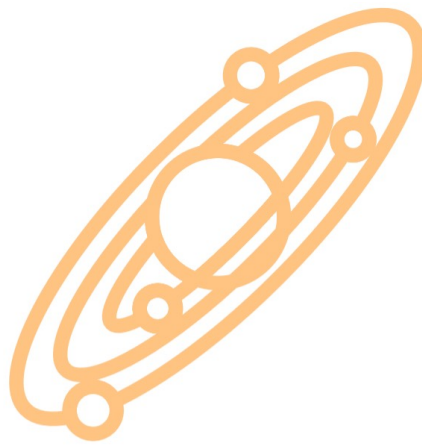
The session proceeds with a **Dot Voting** process. Participants are given 3 blue stickers each which serve as votes to distribute among the presented Challenge Cards. These 3 votes can all be placed on one card, or distributed among two or three cards, according to the most important challenges that need to be addressed by the Heritage Innovation Network, considering the scope of the Be.CULTOUR project and the mandates/capacities of HIN members. The documenter observes the dot voting process and identifies the 5 most voted Challenge Cards.

These form the basis for the **Challenge-driven team-building** phase guided by the following question:

- *Which of these challenges do I want to contribute in addressing based on my resources, skills and competences? Why?*

Participants review the 5 most voted Challenge Cards and, one by one, they express their interest in tackling one (or more) of the proposed challenges, forming smaller teams for future challenge-driven collaboration.

This module aims at fostering a common understanding of the tangible and intangible cultural assets and natural resources of the PHS and documenting their intrinsic values as perceived by key local stakeholders. It enables to make a first assessment of challenges and opportunities related to the valorisation of these assets and document first suggestions and priorities for collaborative action. At the same time, participants’ interest and commitment in terms of addressing concrete challenges is captured to plan collective action.



## Preparation

- With the support of your Mentor, define the scale, limits and focus of this mapping exercise. What is the geographical scope of the mapping?  
What is the thematic focus based on the selected Innovation Areas?  
What are the limits within which we need to keep the discussion to ensure feasibility of actions?
- Select a regional Map for the implementation of the mapping exercise. This Map should cover most of the PHS territory and include the most important cultural and natural heritage sites. Possible formats:
  - Existing tourist map as provided by local authorities (usually with landmarks)
  - Custom printed map (eg from GoogleMaps - Terrain view)
  - Official maps as submitted in the framework of WP1
- Use colourful green stickers to mark up to 10 most recognised cultural and natural assets of the PHS on the Map. Complete [Worksheet 5.2: "Reviewing recognised cultural assets"](#) as a legend to your Map, listing up to 10 assets, suggesting key words regarding the value of each asset, the opportunities to be harnessed and the challenges faced in relation to fostering circular cultural tourism in your region. Repeat task so as to have enough Maps + Legends for every discussion table.
- Purchase postcards representing the most known cultural and natural assets of the PHS. You can use the back side of the postcards to share relevant information/quotes about each landmark/destination. Postcards can be linked with threads and pins to a central Map displayed in the Workshop space.

## Tools

- Printed map of the Pilot Heritage Site, printed in A3 and filled in enough (eg. 7) copies to be used by different discussion tables. One copy of the map can be displayed on a wall and enhanced by postcards.
- A set of 10 red and 10 green round stickers in each table
- Supporting diagram provided in [Worksheet 5.1 \[LINK\]: Cultural Resources](#) printed in A4 for each table

- **Worksheet 5.2 [LINK]: “Reviewing recognised cultural assets”** pre-filled and printed in A3 for each table. Numbering of assets follows the same order 1-5 in all copies of this Worksheet.
- **Worksheet 5.3 [LINK]: “Discovering hidden cultural assets”** printed in A3 for each table.
- 5 Challenge Cards for each table, numbered sequentially. These can be blank colored A4 or A5 cards that can fit a sentence written with marker so they can be visible by all participants when displayed on a wall. Each challenge card should have a number written on it to better enable the dot-voting process. No.1-5 for table 1, No.6-10 for table 2, No.11-15 for table 3, No.16-20 for table 4, No. 21-25 for table 5 etc.
- A set of 3 blue stickers for each participant to engage in Dot Voting.

## Implementation

WHEN	WHERE	WHO
Module duration: 140min  Consider adding a break between discussion rounds	Workshop venue organised in 5-7 discussion tables, each accommodating 5-6 chairs.	25+ participants divided into groups of 4-5  One table host for each discussion table  LWS1 Facilitation team



Step	Timeframe	Facilitator	Participants
Step 1	10min	Introduce Module 5. Distribute one Map, the 3 Worksheets and two sets of green/red stickers to each table.	Seated in groups of 4-5 with one table host each.
Step 2	10min	Present <b>Worksheet 5.1</b> to explain what is meant by “cultural assets”	First round: Review Map with pre-filled red stickers and discuss <b>Worksheet 5.1</b> to assess different types of “recognised assets”
Step 3	15min		Review pre-filled <b>Worksheet 5.2</b> and enhance with notes if needed.

Step 4	10min	Use the categories presented in <a href="#">Worksheet 5.1</a> to think BEYOND the recognised assets in <a href="#">Worksheet 5.2</a>	Second round: Map up to 10 additional, “hidden assets” using green stickers, thinking beyond the recognised sites. Intangible assets can be marked freely on the map.
Step 5	20min	<i>What are the hidden resources of our region? Why do these matter to us? What 5 adjectives capture their value? What are the main challenges to be addressed? What are the key opportunities to be harnessed?</i>	Complete <a href="#">Worksheet 5.3</a>
Step 6	5min	Ask participants to stand up and move to a different table, in order to cross-pollinate ideas.  A short coffee break can be added here if needed	Table hosts remain on tables, keeping Map and Worksheets. Participants rotate tables, mixing up in different discussion groups.
Step 7	10min		Third round: Table hosts provides overview of discussions so far based on Map and Worksheets completed in First and Second Round.  Participants enhance <a href="#">Worksheet 5.3</a> providing additional insights regarding the assets mapped with green stickers during Second Round.
Step 8	10min	<i>What are the 5 key challenges we need to address in order to valorise our cultural assets and promote circular cultural tourism in our region?</i>	Participants discuss and identify 5 key challenges (at the level of mapped assets or the PHS overall). Each challenge is written down on one Challenge Card with visible letters to be visible by all participants.
Step 9	25min	Invite groups to share key insights in plenary.  As groups present, Documenter places Challenge Cards on display wall,	Each group take 5min to present Map, <a href="#">Worksheet 5.3</a> and Challenge Cards in Plenary, building on the previous presentation to avoid repetitions.

		clustering the ones that have similar focus.	
Step 10	10min	Distribute one set of 3 blue stickers to each participant and invite them to distribute them among the challenges they consider most important.	Participants stand up to engage in Dot Voting to prioritise challenges in plenary. They place their blue stickers on 1-3 Challenge Cards simultaneously, allowing for anonymous distribution of votes. Participants remain standing in front of the display wall.
Step 11	5min	Facilitation team comments on challenges prioritised in relation to feasibility within time, budget and thematic limits of Be.CULTOUR project.	The 5 most voted Challenges are selected for challenge-driven team building in a respective number of tables.
Step 12	10min	One Challenge Card is assigned to each table and participants are asked one by one to select a challenge/team and explain their choice to the plenary.  In <a href="#">M5 Reporting Form</a> , Documenter notes who selects what challenge/team, and links choices back to Module 1 outcomes (Stakeholder Mapping)	Participants move to the table that corresponds to the challenge they are most inspired to address, based on their interest, skills and resources.  In case some people are interested in multiple challenges, they are free to move around and contribute to different tables during Module 6.



## Reporting

This reporting is important for creating the progress reports and Action Plans from local workshop outputs.

- Fill in [M.5 reporting Form “Discovering our Hidden Assets”](#) [\[LINK\]](#).  
Based on the top 5 challenges selected in the voting process, summarise the challenge-driven teams in English, including the challenge, the asset it is linked with, and who will address it. Furthermore, based on Worksheet 5.2 and 5.3, summarise participants’ key insights related to these hidden assets with regards to their **value** for the local

community and their **opportunities** in terms of fostering circular cultural tourism.

- Scan / Take pictures of all worksheets and corresponding maps numbered per table, and the outcome of the dot voting process. Save them in your **PHS Module 5 Reporting Folder** [\[LINK\]](#).

## Online adaptation

- Use **MIRO Worksheet “Module 5 – Discovering our ‘hidden’ assets”** [\[LINK\]](#) once in breakout rooms to run the Module online
- Complete the same documentation tasks as the physical version. Use participant notes in the **Module 5 MIRO** under “Challenge-driven team building” to inform your summary.

### Preparatory work:

- **MIRO Worksheet “Module 5 – Discovering our ‘hidden’ assets”** will need to be adapted with a map of your PHS region before the workshop. Instructions for this are written on pink post-its in the **Module 5 MIRO worksheet**.
- Due to specific important tasks, the documenter should review the **MIRO worksheet** and session structure, below, ahead of time.
- An online (e.g. Mentimeter) poll will need to be set up ahead of time for the “Challenge voting process”. It should allow participants to vote for three challenges, with voting options pre-filled with numbers 1-25 (corresponds with a Challenge card number). Note that this is not a dot voting process, as Mentimeter does not allow placing multiple votes on one Challenge. Instead participants select their 3 most important Challenges to be addressed.

### Sample structure for online adaptation: 120 minutes

Step	Activity	Timing	Role	Notes
1	Asset mapping	10 min	Facilitator + conversation assistant	Facilitator welcomes participants in virtual plenary and explains the activity, presenting the selected Map and Worksheets.  Conversation assistant shares in the chat the link to “ <b>Module 5 – Discovering our ‘hidden’ assets” MIRO worksheet</b> .  Tech host randomly sorts participants into small virtual breakout rooms (named “Group 1”, “Group 2” ...) with one table host in each breakout room.
2		15 min	Table hosts + tech host	In each break out room, table host guides the <i>first discussion round</i> and takes notes in their group’s <b>Module 5 MIRO worksheet</b> under “Discussion Round 1”. If possible, they should add the provided green, numbered, stickers onto the PHS map to

				indicate the location of the recognised cultural asset.
3		15 min	Table host	Table host guides the <i>second discussion round</i> and takes notes in their group's <a href="#">Module 5 MIRO worksheet</a> under "Discussion Round 2". If possible, they should add the provided red, numbered, stickers onto the PHS map to indicate the location of the 'hidden' cultural asset.
4		10 min	Tech host	Everyone momentarily returns to virtual plenary in order to reorganise break out rooms. Participants take a 10-minute break.  Tech host does another random assignation of participants to breakout groups, keeping the same table host in each group, who remains in their section of the <a href="#">MIRO worksheet</a> .
5		20min	Table host	In break out rooms, table host guides the <i>third discussion round</i> and takes notes on their same <a href="#">Module 5 MIRO worksheet</a> under "Discussion Round 3" (filling in the five Challenge Cards).
6	<b>Closing plenary</b>	25 min	Facilitator + Table host + Documenter + Conversation assistant	In the virtual plenary, table hosts take 5 minutes each to report on their groups' mapping outcomes and five challenge cards while sharing their screen of their filled in <a href="#">MIRO worksheets</a> .  Meanwhile, the Documenter copies the pre-numbered challenge cards (post-its) and clusters them thematically in a designated separate section of the <a href="#">Module 5 MIRO worksheet</a> (under "Challenge voting process"). Documenter shares screen at the end to show the result.  Conversation assistant updates Mentimeter poll with the final numbers of Challenges to be voted/prioritised.
7	<b>Challenge voting process</b>	10 min	Facilitator + Documenter + Conversation assistant	Conversation assistant shares link and access code to the <a href="#">Challenge voting poll</a> in the chat.  Documenter again shares screen of the <a href="#">Module 5 MIRO worksheet</a> "Challenge voting process section", so participants can see the (numbered) challenges. Provides voting instructions.

				<p>Participants all enter the online poll and vote for their top three challenges (according to the number on that challenge's post-it).</p> <p>Facilitator shares screen of the online poll at the end to show outcome. They indicate the 5 highest voted challenges.</p>
8	<p><b>Challenge-driven team building phase</b></p>	15 min	Facilitator + Documenter	<p>Facilitator guides a final sharing round in plenary, asking participants <i>"Which of these 5 challenges do I want to contribute in addressing based on my resources, skills and competences? Why?"</i></p> <p>Documenter writes names and other details on post-its and places them around the respective 5 key challenges. Afterwards, this is used by the documenter to fill out <a href="#">M.5 reporting Form "Discovering our Hidden Assets"</a></p> <p>Facilitator reviews the challenge-driven teams formed and links them to next steps (see Module 6 preparation).</p>



## Module 6. Strengthening our Heritage Innovation Network

(40min)

*Method: Innovation Ecosystem Mapping*

**Innovation Ecosystem Mapping** focuses on a synthetic representation capturing the key players, stakeholders and community members that are crucial for boosting a region or sectors innovation potential. The closing module of LWS1 opens a discussion about additional innovation actors that could contribute to addressing the challenges identified in Module 5, through the lens of the Innovation Areas.

1. *Who might be able to address these challenges in innovative ways?*
2. *What are the existing networks, partnerships or agreements at local/regional/international level that we can build upon?*

A Worksheet similar to the initial stakeholder map will be used to identify additional actors from the local Innovation Ecosystem worth involving in the Be.CULTOUR project (eg. Hackathon Open Call). Having completed all LWS1 modules and identified concrete challenges and possible areas of actions related to PHS Innovation Areas, participants are invited to suggest innovative individuals and organisations at the local (micro), regional (meso) or national (macro) level that could contribute to solving concrete challenges due to their experience, resources, expertise or network. Participants are encouraged to assess the innovation readiness and interconnections between the proposed actors, as well as ongoing connections to HIN members.

An overview of **Next Steps** is presented by a PHS staff member in terms of HIN engagement in next Local Workshops and co-design of Action Plan and Business Solutions.

**Evaluation** of the LWS1 will be the closing activity based on a short anonymous **Evaluation Questionnaire**. This will enable participants to share their feedback on the structure, content and organisational aspects of LWS1 and provide useful insights to the facilitation team in order to improve the design and implementation of the next Local Workshops.

The outcome of this module is for participants to express explicit interest in addressing concrete challenges, a collective mapping of the broader Innovation Ecosystem and additional actors that can join the co-design process, a better understanding of the next steps for strengthening the HIN in and a closure of the LWS1 experience building a positive group dynamic.



## Preparation

1. Translate and adapt the [Evaluation Questionnaire](#), to be used in printed or online format (e.g. using EU Survey)
2. Between Module 5 & 6: Review challenges prioritised through the lens of what is feasible to tackle within the time, budget and thematic constraints of Be.CULTOUR. This may lead to a second level of prioritisation of Challenge Cards before moving to Module 6.

## Tools

- Stakeholder Map (Module 1) displayed on wall to be enhanced.
- [Worksheet 6.1: "Innovation Ecosystem Mapping"](#) [\[LINK\]](#), printed on A3 format
- Printed list of Stakeholders' Categories in Be.CULTOUR Heritage Innovation Networks (see [Worksheet 6.2](#) [\[LINK\]](#)) printed in A4 as reference for each table
- Set of green post-its for each table. One green post-it to be used for each Stakeholder added to the Innovation Ecosystem Mapping.
- [Evaluation questionnaire](#) [\[LINK\]](#) printed in A4 to be filled anonymously by all participants during LWS1 closure. Alternatively, an online questionnaire can be prepared and provided as link/QR code for participants to fill on site through their mobile phones.
- Rollup/flipchart paper on display wall to draw closing Word Cloud or a laptop connected to projector to present the Word Cloud digitally.

## Implementation

WHEN	WHERE	WHO
Module duration: 40min	Workshop venue organised in discussion tables. Number of tables = number of challenges prioritised.  Stakeholder Map (Module 1) displayed on wall to be enhanced.	25+ participants divided in to Challenge-driven teams based on challenges identified and interests expressed in Module 5  LWS1 Facilitation team

Step	Timeframe	Facilitator	Participants
Step 1	15min	<p><b>Worksheet 6.1.</b> is distributed to each table and participants are asked to map additional stakeholders that can contribute to addressing the selected challenge from Module 5.</p> <p><b>Worksheet 6.2.</b> is distributed in each table to help trigger thinking of additional Stakeholders, beyond the usual suspects.</p>	<p>Participants use one green post-it for each suggested stakeholder, placing it on <b>Worksheet 6.1.</b> diagram, drawing extra connections if needed.</p> <p>This step can be divided into two rounds if there is interest for addressing multiple challenges.</p>
Step 2	10min	Participants are asked to share key findings in plenary.	<p>One volunteer from each group presents completed <b>Worksheet 6.1</b> in plenary, gets feedback and notes additional suggestions.</p> <p>Documenter adds key additional Stakeholders to the Stakeholder Mapping on displayed on wall since Module 1, using green post-its.</p>
Step 3	5min	<p>LWS1 Wrap up and next steps:</p> <ul style="list-style-type: none"> <li>• Intention to develop a Local Pact</li> <li>• LWS2 to be held in early 2022</li> <li>• LWS3 planned before summer 2022</li> <li>• Action Plan Co-development</li> <li>• Business Solutions / Hackathon</li> </ul>	Final clarifications / questions from the audience
Step 4	5min	Distribute or share link to <b>Evaluation Questionnaire</b> , stressing the anonymous character and the importance of this feedback to improve next Be.CULTOUR activities	Participants fill and submit Evaluation Questionnaires (in paper or online) to the hosting team before exiting the venue.
Step 5	5min	Closing circle: Invite participants to stand up and form a circle. Ask them to share one word that captures their take-away feeling / impression from LWS1.	One volunteer starts and participants share one word with the circle.

		<p>A ball can be used to pass the word around, or the word can run in circular order. The only rule is not to repeat the same word.</p> <p>Documenter captures the words in a Word Cloud (on the display wall or digitally using the projector)</p> <p>LWS1 closes with a big Thank you and applause to all participants.</p> <p>The 1-2-3 Clap activity can be adapted to "Be-Cul-Tour" Clap to mark the end of LWS1 with a synchronised clap by all participants.</p>	
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## Reporting

This reporting is important for creating the progress reports and Action Plans from local workshop outputs.

- Fill in the **M6. Reporting Form: "Innovation Ecosystem Mapping"** [\[LINK\]](#). Write a summary in English of the plenary sharing session on Innovation Ecosystem Mapping. Use the final stakeholder maps to guide you.
- Scan / Take pictures of each stakeholder map with the new post-its. Save them to your **PHS Module 6 Reporting folder** [\[LINK\]](#).
- Scan and submit the workshop questionnaires in your **PHS Module 6 Reporting folder**.
- **After the LWS1**, fill out the **LWS1 Overview Reporting Form** [\[LINK\]](#) and write down your impressions and suggestions for future local workshops in **LWS1 Reflections Reporting Form** [\[LINK\]](#).

## Online adaptation

- Use **MIRO Worksheet "Module 6 – Strengthening our Heritage Innovation Network"** [\[LINK\]](#) to run the Module online
- Complete the same documentation tasks as the physical version.
- Instead of a paper survey, an online questionnaire link using EU Survey should be sent to participants, who will immediately fill it out before the final closing.

**Preparatory work:** "Module 6 – Strengthening our Heritage Innovation Network" **MIRO worksheet** will need to be adapted beforehand. The documenter needs to copy the postits from Module 1 stakeholder map and place them in the same space on this map – thus re-

creating the Module 1 map. Participants will be adding onto this map. The documenter also needs to type in the names of the selected challenges from Module 5 into the designated boxes on the [Module 6 MIRO worksheet](#). Instructions for this are written on pink post-its in the [Module 6 MIRO worksheet](#).

**Sample structure for online adaptation: 40 minutes**

Step	Activity	Timing	Role	Notes
1	Innovation ecosystem mapping	5 min	Facilitator + conversation assistant	Facilitator welcomes participants in virtual plenary and explains the activity.  Conversation assistant shares link to <a href="#">MIRO Worksheet “Module 6 – Strengthening our Heritage Innovation Network” MIRO worksheet</a> .  Tech host sorts one table host and participants into 5 groups based on the challenge they selected in Module 5. The breakout rooms should be named after the number of their challenge (already on the Challenge Card from Module 5).
2		15 min	Table hosts + tech host	In break out rooms, each table host guides the mapping exercise, asking “Who else might be able to help addressing these challenges (from Module 5) in innovative ways?”. As participants discuss, table hosts simultaneously add post-its in the stakeholder map in the <a href="#">Module 6 MIRO worksheet</a> .
3		10 min	Facilitator + table host + tech host + documenter	Back in virtual plenary, table hosts report back from their groups.  Simultaneously, the documenter takes English notes of the plenary discussion in <a href="#">M6. Reporting Form</a> .
4	Next Steps	5min	Presenter	PHS staff member presents the Next Steps in terms of HIN engagement in next Local Workshops and co-design of Action Plan and Business Solutions.
5	Online questionnaire	5 min	Facilitator + Conversation assistant	Conversation assistant shares link to the online <a href="#">Evaluation Questionnaire</a>  Facilitator provides instructions and participants are asked to complete questionnaire before the end of the LWS.
6	Workshop closing circle	5 min	Facilitator	In virtual plenary, participants share one word that captures their take-away feeling / impression from LWS1. Instead of passing a ball the speaker can throw an imaginary ball and state the next person’s name.

				<p>Tech Host shares screen to note words and create a digital <a href="#">Word Cloud</a></p> <p>Facilitator thanks all participants and contributors and closes LWS1.</p>
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## LWS1 Reporting

### Reporting

Reporting from LWS1 will come in the form of completed worksheets, photographs, scans or screenshots and summary reports from Documenters. The worksheets and reporting forms can be found in the [LWS1 Materials](#) folder in Teams. The [Master Folder](#) is to be used as reference for LWS1 and the [Pilot Files](#) to be used for adaptation by your local facilitation team. Each pilot has its own shared folder:

[LWS1 BAS for Basilicata](#)

[LWS1 TER for Teruel](#)

[LWS1 LAR for Larnaca](#)

[LWS1 VAS for Vastra Götaland](#)

[LWS1 VOJ for Vojvodina](#)

[LWS1 ROM for NE Romania and Moldova](#)

This collection of material is important for ICLEI's progress reports and the cumulative building of Action Plans.

The table below provides an overview of the [reporting forms](#). Please fill out the reporting forms in your individual PHS Reporting Folder in Microsoft Teams.

Table 6. Overview of reporting forms included in the LWS1 Report

Module	Reporting form
Overall	LWS1 Overview Reporting Form
1	M1.1 Reporting Form – Motivations and Expectations Mapping
	M1.2 Reporting Form – Stakeholder Mapping
2	M2. Reporting Form – Introduction to Be.CULTOUR
3	M3. Reporting Form – Food for thought
4	M4. Reporting Form – Site Visit
5	M5. Reporting Form – Discovering our “Hidden Assets”
6	M6. Reporting Form - Innovation Ecosystem Mapping
Overall	LWS1 Reflections Reporting Form

Reporting is completed using the Pilot Folders in TEAMS. The **Reporting Folder of each PHS** should include:

- LWS1 Report (compiled document including Reporting Forms of 6 Modules, completed in English)
- Reporting Folder for each Module, including:
  - Photos of Module implementation (participants, close-ups, spaces)
  - Photographed or Scanned Worksheets as filled on site (with postits, notes etc in local language). Scanning is recommended using a free mobile app like CamScan that enables saving Worksheets in high definition PDF format.
  - Worksheets filled manually on PowerPoint templates, in English (optional)

- o For Online Workshops: MIRO Worksheets filled in local language (Save MIRO Board as PDF)

Once the Reporting Folder of your PHS is completed, arrange a session with your Mentor to review the LWS1 Report.

Following Mentor's feedback and completion of reporting process, a notification should be sent to ICLEI ([sophia.silverton@iclei.org](mailto:sophia.silverton@iclei.org)) to integrate your LWS1 outcomes to the overall Progress Report.





## Annex 1 - Glossary

### Glossary and acronyms

Be.CULTOUR terms	Definition
<b>Pilot Heritage Site (PHS)</b>	<b>'Pilot Heritage Sites'</b> refers to the six sites included in the Be.CULTOUR project as experimental areas to co-develop innovative solutions for circular cultural tourism.
<b>(Pilot / Mirror) Innovation Ecosystem</b>	<p>An innovation ecosystem 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.</p> <p>Pilot Innovation Ecosystem is the ecosystem of actors active in Be.CULTOUR "Pilot" Heritage Sites. It includes local stakeholders in the cultural tourism value chain, as well as residents and visitors of the site.</p> <p>Mirror Innovation Ecosystem is the ecosystem of actors active in Be.CULTOUR "Mirror" Heritage Sites. It includes local stakeholders in the cultural tourism value chain, as well as residents and visitors of the site.</p> <p>Pilot/Mirror Innovation Ecosystem thus defines the whole ecosystem of actors in a Be.CULTOUR pilot / mirror heritage site, including every stakeholder and innovator in the cultural tourism value chain even if not participating directly in project activities.</p>
<b>Heritage Innovation Network (HIN)</b>	<p>The local stakeholders and innovators participating in Be.CULTOUR project activities, located in pilot and mirror heritage sites.</p> <p>The local network of stakeholders from the public and semi-public, private, academic and civil society sector participating in project activities, contributing to the co-development of Be.CULTOUR Community-led Action Plans in Pilot Heritage Sites. These include government agencies, heritage organisations, cultural associations, local businesses that will be directly involved in local Be.CULTOUR activities such as local workshops and international learning labs.</p>
<b>Mentor</b>	The partner organisation supporting each Local Coordinator in the implementation of Be.CULTOUR work plan. Mentors actively participate in the Community of Practice and the Consortium Meetings as project partners and are available for questions and doubts, and to identify solutions in case of any issue in project implementation at local level, reporting relevant information to the WP leaders and Project Coordinator to ensure smooth progress and robust results of project activities.
<b>Community-led Action Plans</b>	Integrated, long-term action plans promoting sustainable and circular cultural tourism in the Pilot Heritage Sites.
<b>Community of Interest (CoI)</b>	Representatives of the 12 Mirror Innovation Ecosystems selected to engage in knowledge-sharing activities and exploitation of project results.

	All individuals and organisations directly or indirectly participating in Be.CULTROUR project activities.
<b>Circular cultural tourism</b>	Circular cultural tourism in Be.CULTOUR project defines a sustainable and regenerative cultural tourism model that aims to foster sustainable and equitable regional development implementing a “human-centred” circular economy model through the enhancement of abandoned, underused and less-known cultural and natural resources, enhancement of human capital and human rights, reduction of tourism pressure on over-exploited territories, reduction of wastes and natural resources consumption (energy, water, soil, biodiversity), increase of clean energy and green transport means, recycling and reuse of materials and products, and enhancement of locally based food and craft productions – finally empowering local communities, enhancing ecosystems, enhancing local identity, wellbeing, health and cultural diversity, and enhancing local entrepreneurial innovation ecosystems through cultural tourism.
<b>Innovative solutions</b>	Novel products, services and processes that enhance circular cultural tourism in a pilot heritage site, based on human-centred, place-specific and circular principles.
<b>Innovation Areas</b>	Thematic areas within the cultural tourism sector, in which innovative solutions will be sought.
<b>Hackathon</b>	A 3-day workshop aiming to engage actors of the 6 Pilot Innovation Ecosystems in developing 18 concept solutions.

# Local Workshop 2

## TOOLKIT

Version: 11 February 2022



To be used by Pilot Heritage Sites in conjunction with the supporting files available in the LWS2 Master Folder [\[LINK\]](#) and individual Pilot Files [\[LINK\]](#)

Please submit your reporting documentation in your PHS Teams Folder *within two weeks* of your LWS2. Notify [sophia.silverton@iclei.org](mailto:sophia.silverton@iclei.org) once complete.

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## Introduction

Local Workshops constitute a core element of the Be.CULTOUR co-creation process, enabling stakeholders of the Heritage Innovation Networks (HIN) to meet, exchange and gradually co-develop Action Plans for circular cultural tourism in each Pilot Heritage Site (PHS).

The Be.CULTOUR workplan foresees the implementation of three 2-day Local Workshops (LWS) in each of the 6 Pilot Heritage Sites, over a period of 10 months (M8-M18). Using human-centered design methodologies, these LWS will enable local stakeholders to define challenges, ideate solutions, and co-develop actions for circular cultural tourism in their region.

LWS are being developed by ICLEI as events with specific modules / building blocks that can be spread over one or two days, proposing activities that can be implemented in both physical and online environments, depending on COVID-19 restrictions.

While planning and preparing for LWS2 use this Toolkit as a starting point and adjust it to your local needs and potential (e.g. already existing cultural routes which may need innovative products or services to become more attractive).

Starting from LWS2, modules can be chosen by each PHS individually to build on LWS1, to have more flexibility, and to catch-up new stakeholders if needed. At least 5 modules should be included into the program. Module 1, related to the project objectives and actual stage, and module 7, related to the first draft of the Action Plan are mandatory. Each PHS is free to add 3 other modules of their choice. It is also possible to combine elements of different modules in one working session if the methodological approach based on human-centered design is maintained.

The Action Plans resulting from this co-creating process should create additional value for the region, its community, and your stakeholders. Each PHS is operating under different circumstances and has various outcomes and reflections after the implementation of the LWS1. Take advantage of your cooperation with the mentor, refer to the experience as well to the tacit knowledge of your team. The participants should be aware of the benefits resulting from the development of new business solutions and Action Plans strengthening the local strategies and also stimulating cultural Europeanization.

## LWS2 Objectives

Building on LWS1 and in preparation for LWS3 and the Action Plans, the second Local Workshop aims to achieve the following objectives:

- Localisation of “**beyond**” and “**circular**” concepts in relation to pre-selected Innovation Areas;
- Identification of gaps in terms of services, products & processes for circular cultural tourism;
- Ideation of possible innovative strategic actions;
- Co-decision of strategic priorities.

## LWS2 Expected Results

The result of this workshop should be a deep knowledge of challenges in the region, and an understanding of local assets in the context of these challenges in order to clearly communicate them to stakeholders, including innovators. First ideation on strategic action ideas and business solutions is also expected. The final module of this workshop (M7) includes a session of working together in the form of a collective, community based brainstorming over Action Plans. Although the final version of Action Plans will be developed during LWS3, now it is necessary to think how to highlight the key elements for the project: circular approach, Europeanization, human-centered approach.

## Toolkit Structure and MS Teams Use

This Toolkit gives an overview of LWS2 methodology to facilitate implementation at local level. For each module it outlines:

- Main questions to be addressed
- Methods, objectives and expected results
- Advance preparation instructions for facilitators
- Tools (materials) and worksheets
- Step-by-step implementation instructions
- Reporting requirements for documenter

The Toolkit is accompanied by a LWS2 Materials folder in Teams ([LINK](#)). It contains a Master Folder (with reference templates for LWS2 implementation) and Pilot Folders (copies of the Master Files for translation and adaptation by the six Pilot Heritage Sites, according to their needs).

The Master Folder contains:	Each Pilot Folder contains:
<ul style="list-style-type: none"> <li>• Toolkit (PDF to share and Word for comments/questions on Teams)</li> <li>• Worksheet templates (PPT)</li> <li>• Agenda template (Word)</li> <li>• Registration Form Template (Word)</li> <li>• Sign-in sheet (Word)</li> <li>• Privacy Policy (Word)</li> <li>• Presentation on Circular Economy, Human-centered approach and cultural Europeanization (PPT)</li> <li>• Sample online workspace layout for online adaptations (JAMBOARD)</li> </ul>	<ul style="list-style-type: none"> <li>• Worksheets for editing (PPT)</li> <li>• Reporting Folders to organise Worksheets and photos in subfolders according to Modules (M1, M2, M3 etc)</li> <li>• Serious game material folder</li> <li>• LWS2 Report form</li> <li>• Leaflet for poster or flyer</li> </ul>

Each pilot has its own shared folder which can be shared with the members of your facilitation team for the LWS2 preparation, implementation and reporting:

LWS2_BAS for Basilicata ( <a href="#">LINK</a> )	LWS2_TER for Teruel ( <a href="#">LINK</a> )	LWS2_LAR for Larnaca ( <a href="#">LINK</a> )
LWS2_VAS for Vastra Götaland ( <a href="#">LINK</a> )	LWS2_VOJ for Vojvodina ( <a href="#">LINK</a> )	LWS2_ROM&MD for NE Romania and Moldova ( <a href="#">LINK</a> ).

## The Bigger Picture - How does it all fit together?

### From Local Workshop 1 to Local Workshop 2

During LWS1 the exercises were mainly related to stakeholder mapping, identifying challenges, looking for hidden, and recognized assets. We also proposed to look at the region in a new way and take on the role of various possible visitors (personas).

In LWS2, it is important to take the next steps towards designing strategic actions, solutions, deepen your knowledge of HIN's potential and look for possible partnerships that will help you design specific undertakings in **your Action Plan**. Remember also that subsequent workshops are part of the organic process of creating knowledge, sharing it, and using the synergy effect. Therefore, **it is important that LWS2 is a continuation of LWS1**, but at the same time allows new

participants to join. The LWS1 results can provide material for some of the LWS2 exercises and results of previous LWS2 modules may influence the subsequence modules. In this Toolkit you will find suggestions on what to use and how. **As the cooperation of your stakeholders progresses, you can link this workshop to the signing of a Local Pact.**

Table 1. Timeline for LWS2

JANUARY 2022	FEBRUARY 2022	MARCH 2022	APRIL 2022
LWS2 Communication  HIN Stakeholder Engagement	LWS2 Toolkit shared by ICLEI  LWS2 training (08.02.2022)  Adaptation & Translation by PHS	LWS2 Implementation & Documentation	Submission of Reporting Forms by PHS (two weeks after LWS2)  ICLEI's LWS2 Progress Report (deadline: 29.04.2022)

### From Local Workshop 2 to Local Workshop 3 and to the Hackathon

Remember that the exercises in LWS2 do not have to lead to the final objective of the workshops series. Thus together with the mentor and with the facilitator you should consider what needs to be done now and what should be elaborated during the next workshop. This will help you to plan consecutive steps that illustrate the co-creation process and avoid overlapping between workshops and the Hackathon.



Table 2. Timeline for LWS3

APRIL 2022	MAY 2022	JUNE 2022	JULY 2022
LWS3 Communication HIN Stakeholder Engagement	LWS3 Toolkit Training Adaptation & Translation	LWS3 Implementation & Documentation	Submission of Reporting Forms / Action Plan (deadline: <b>04.07.2022</b> )

Table 3. Timeline for Hackathon.

FEBRUARY 2022	MAY 2022	SEPTEMBER 2022
CfP launched in English on Be.CULTOUR website (28.02.2022)	Deadline for applications (09.05.2022)  Selection of best solutions at the local level (20-30.05.2022)  Jury meeting, selection of 3 solutions from each PHS (30.05.2022)	Hackathon in Brussels (07-09.09.2022)

## From Local Workshops to Local Action Plans

Based on the Be.CULTOUR co-design methodology ([D 3.1. Protocol Methodology](#), [D3.4 Challenge driven innovation](#)) LWS1 will focus on **Problem Exploration**, LWS2 will focus on **Solutions Ideation**, and LWS3 will focus on **Problem Solving**, engaging stakeholders from the 6 Heritage Innovation Networks in co-developing local Action Plans for circular cultural tourism.

Upon completion of each Workshop, **Reporting Forms** are submitted by each PHS to ICLEI which produces a **Progress Report** for each Workshop Series. These Progress Reports form the basis of the deliverable D3.5. Action Plans & Concept Solutions which will include the 6 **Action Plans** as developed at Pilot level. In parallel, the methodological co-creation process presented in the three LWS Toolkits will be included in the deliverable D4.3. Peer-learning Guidebook, aiming at the replication of LWS modules and tools by the Mirror Regions / Community of Interest.

*For more details on how to create your Action Plan and an indicative template, see Module 7.*

## LWS2 Preparation

### Communication & Engagement Guidelines

#### Stakeholder Engagement: Highlighting diversity and inclusion

A successful Heritage Innovation Network building process highly depends on the **mix of participants** that attend the LWS. Each LWS is expected to actively involve between **25 and 30 participants**, hence **at least 50 targeted invitations** to different stakeholders. Apart from the number of participants, engaging a diversity of ecosystem actors (eg. Tourism sector, Local Authorities, NGOs, Cultural Institutions) is key to fostering new connections and harnessing collective intelligence. Please also consider the diversity of participants in terms of gender, age, class, religion, race and other factors that may be important due to the specificity of the region. Take into account who already participated in LWS1 and needs to be invited again and who was missing and could contribute to the co-creation process. Due to the fact that in parallel to LWS2 the open call to the Hackathon is launched, we encourage you to invite innovators who may be interested in submitting their proposals. In this way, they get to know the local needs identified by the community and the community will be kept informed about the business solutions developed in the region. You could invite them to the entire workshop or to the modules offering overview on your local situation, challenges, needs, and visions (M1 and M7).

#### Invitations & Registrations

We recommend you make a round of invitations using a registration system through which your invitees will confirm participation and provide the necessary data for enhancing the Stakeholder Mapping process. Use the [Be.CULTOUR Branding Guidelines and Materials](#) provided by ERRIN to

create simple invitations. In your [folder](#) you will find a poster/invitations template. Before printing, please confirm with ERRIN that the file is correct ([gaia.marotta@errin.eu](mailto:gaia.marotta@errin.eu)).

You may also ask for a personalised invitation or poster. In this case please send the below information to [gaia.marotta@errin.eu](mailto:gaia.marotta@errin.eu) at your earliest convenience (ideally a few weeks before the workshop):

- Date, start and end time
- Venue of the event (name, address)
- Type of the event (online, hybrid, in person)
- "Second Be.CULTOUR local workshop" written in your local language
- A very short description of the workshop (up to three lines max.) in your local language
- Any logos

You may add additional information assuring that it's not necessary to take part in all workshops and new members of the HIN are welcome.

- **Registration Form:**
  - Use the online tool "[EU Survey](#)" for online registration of participants and include the link to your invitation
  - Translate the Registration Form Template (Word) [\[LINK\]](#) in your local language and use it to create your LWS2 Registration Form on EU Survey
  - Translate and use the Privacy Policy [\[LINK\]](#)

As you disseminate your invitations, keep monitoring **registrations** and follow up if needed to ensure 20-30 relevant stakeholders join the 2-day workshop. A few days before the LWS2 send a reminder attaching the **Agenda** of your LWS2.

## Post LWS2 Communication

During and after the workshop, share selected snapshots of your LWS2 with the broader Be.CULTOUR Community.

- Select the best photos from your LWS2 and upload to your social media channels. Avoid close-ups on participants' faces, focus on group work and interaction with materials used and sites visited.
- You can also use the personalised workshop flyer to promote the event.
- Create a short post focusing on the outcomes of the workshop – how it can contribute to the overall Community? What are the next steps?
- Use the hashtags: #BeCultour #Community and tag the official projects social media channels (@BeCultour)

- Link the project's website when possible: [www.becultour.eu](http://www.becultour.eu)
- Prepare a "thank you" e-mail to be sent to all participants after LWS2 which you can enhance with some photos, key insights and calls to action for the next steps of the HIN.

## Organisational Guidelines (Physical Workshop)

### Key Steps

- Select local **Facilitator** and engage him/her in the LWS2 Training
- Share adapted **Toolkit** with local hosting team and review proposed modules
- Structure your LWS2 **Agenda** integrating compulsory Modules. Be especially mindful of timing ensuring enough time for transportation, venue reorganisation where needed, and enough Breaks between Modules. Remember Breaks offer valuable informal networking between HIN members!
- **Rehearse** the Workshop with the local hosting team and the Mentor, focusing on adaptation of materials and roles distribution during Modules implementation
- Organise the Workshop taking care of all **logistical** aspects (venues, dates, transport, catering, consumables)
- Adapt, translate and print all necessary materials for LWS2 implementation
- Talk thorough **documentation of** the workshop and ensure the Reporting Forms structure is clear to all members of your facilitation team (Scanned Worksheets, Photos, Notes, Video/Audio recordings)
- Translate key insights and complete **Reporting Forms** to be submitted to ICLEI Europe two weeks after LWS2 Implementation

### Roles & Responsibilities

A co-creation workshop requires a **facilitation team** with clear roles and responsibilities, to ensure the best possible outcomes. The following suggested roles can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

Table 4. Role in physical workshop.

<i>Organiser</i>	This role corresponds to the Local Coordinator who on behalf of the local Partner Organisation is responsible for the development of the Heritage Innovation Network at Pilot level and managing the relevant project resources. He/she is in charge of all the production needs of the workshop.
<i>Mentor</i>	One Mentor has been assigned to support each PHS. Mentors participate in the Training and support the local facilitation team in adapting the LWS modules to the local context, providing context-specific input, assisting with translation and cultural interpretation of key concepts or supporting local

	<p>outreach activities. Mentors are expected to be (physically or digitally) present during the LWS and provide mentoring sessions for both the preparation and the reporting phase of each LWS. Their critical review and feedback to the LWS Reporting Forms is essential to ensure consistency in the Action Plan co-design process.</p>
<i>Facilitator</i>	<p>This role corresponds to the “frontman/woman” facilitating the workshop. It is recommended to engage an external, neutral facilitator with previous experience in co-creation workshops as well as personal understanding of local realities. The facilitator is in charge of implementing and adapting the Workshop Toolkit to local language and needs, working in close collaboration with the Local Coordinator and the respective PHS Mentor. He/she should keep discussions focused on LWS objectives and ensure all Worksheets are completed.</p>
<i>Documenter</i>	<p>The documenter is in charge of documenting the process and all outcomes of the Workshop. During the LWS, the documenter takes snapshots of the LWS experience, focusing on HIN collaboration and interaction with the selected heritage site. He/she ensures that all completed Worksheets are photographed and/or scanned in high definition in order to be digitally saved and made accessible on Be.CULTOUR Teams, together with all relevant audiovisual documentation material. The original Worksheets are saved in an office of the local partner, for future reference. Upon completion of the LWS, the documenter is in charge of compiling the Reporting Forms in English summarising the outputs of each module, gathering the necessary feedback from the facilitation team and Mentor and submitting the final Reporting Forms to ICLEI Europe by the agreed deadline.</p> <p><b>&gt;&gt; Specific instructions for the Documenter can be found in each Module’s Reporting section and the final LWS2 Reporting chapter of this Toolkit</b></p>
<i>Table host</i>	<p>Table hosts can be staff or volunteers of the hosting organisation who are familiar with the Toolkit in order to answer questions, facilitate discussion and support documentation during group discussions. They take part in the workshop as participants supporting the organiser, facilitator and documenter, ensuring discussions at table/team level run smoothly. In case of confusion, delays or derailment of group discussions, ask for facilitators’ support and be open to participants’ suggestions to improve the completion of each module.</p>

## Organisational Guidelines (Digital Workshop)

While physical local workshops are preferable, digital workshops can be a suitable substitute (efficient, collaborative, and cost-effective). However, online meetings can lead to fatigue and

lower levels of participation and informal interaction. The adaptations of each Module in LWS2 to an online format strive to minimise these factors.

Transferring the LWS2 structure to an online setting requires certain adaptation of the timeframe so as to avoid “Zoom fatigue”. Make sure you keep each session under 90min, provide coffee and lunch breaks and stick to the Agenda. Remember that digital *workshops* are not equivalent to standard online *meetings*. An online LWS should involve active participation in group activities and co-creation of materials. Therefore, they require more preparation than regular online meetings. Like a physical workshop, they require formally assigned roles (see Roles & Responsibilities section) and various tools and materials (see Digital Tools and Materials section).

**Specific suggestions for facilitating a digital LWS2 are located within each Module description. Depending on your needs, you may split the agenda and organise some modules online (e.g. M1) and the others in person.**

You may also find these two **webinars** useful to get a general idea of tools and methods for online facilitation: [The five Ws of online stakeholder engagement](#), [Co-creation methods for online stakeholder engagement webinar](#). In the TEAMS folder dedicated to LWS2 ([LINK](#)) you will find additional resources on how to make online sessions engaging.

Table 5. Tips for online workshops.

<p><i>Event flow for online workshops:</i></p> <ul style="list-style-type: none"> <li>● Follow a <b>script</b> (who does what when)</li> <li>● Keep sessions between <b>60-90min</b></li> <li>● Provide <b>breaks</b> between sessions</li> <li>● Calculate 20% more time for online <b>transitions</b> (log in, break outs, speaker alterations, questions)</li> <li>● Try to <b>alternate</b> speaker / activity every 10-20min</li> <li>● Use <b>audiovisual</b> content (music, videos, recordings, graphs, photos)</li> <li>● Keep track of audience needs &amp; time and <b>adjust</b> accordingly</li> <li>● Always start and end <b>on time</b></li> <li>● Enable time for <b>feedback &amp; questions</b></li> </ul>	<p><i>Rules of online engagement:</i></p> <p><b>Express your ideas</b></p> <ul style="list-style-type: none"> <li>● There are no bad ideas</li> <li>● Encourage thinking out of the box</li> </ul> <p><b>Quantity over quality</b></p> <ul style="list-style-type: none"> <li>● Encourage collective thinking</li> <li>● Capture everything</li> </ul> <p><b>Stay focused on the topic</b></p> <ul style="list-style-type: none"> <li>● One conversation at the time</li> </ul>
---	---

## Online workshop Roles & Responsibilities

The following roles are suggested, which can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

Table 6. Roles in online workshop.

<i>Organiser</i>	Similar role as physical workshop. Special attention is given to time-keeping, sending private messages to Facilitator and speakers to ensure each Module runs within agreed timeframe.
<i>Mentor</i>	Similar role as with physical workshop.
<i>Facilitator</i>	Similar role as with physical workshop, but with added attention to the rules of online engagement, above, and modified reporting tasks as specified within each module.
<i>Documenter</i>	Similar role as with physical workshop, but with modified reporting tasks as specified within each module. The Documenter is in charge of recording the LWS1 plenary sessions and taking screenshots instead of photos.
<i>Table host</i>	Similar role as with physical workshop, but with modified digital hosting tasks as specified within each module. The Table hosts play a special role in Break-Out Rooms, as they facilitate and document group discussions in different Modules. Recording Break-Out discussions may limit the freedom of expression of participants, but keeping an audio recording (on Zoom or on a mobile) may be useful for exclusively documentation and reporting purposes. Ensure that participants are asked permission to record.
<i>Tech host</i>	Responsible for all technical aspects (log in, sound, light, break outs, videos). Provides technical support to speakers and participants. The tech host accepts participants in the Zoom meeting and organises Break Out rooms. The composition of each Break Out room can be pre-decided based on Registrations or can be random, as long as a Table host is assigned to each Break Out room. The Tech host is responsible for providing access to JAMBOARD Worksheets and sharing screen when needed.
<i>Conversation assistant</i>	Manages chat by responding to questions and alerting the facilitator of relevant points in the chat, and encourages engagement through polls and quizzes.

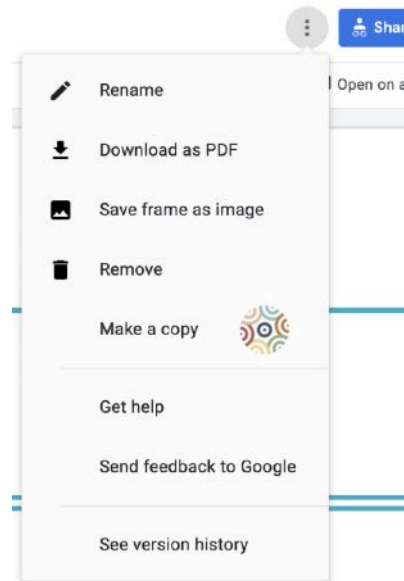
## Digital Tools and Materials

Specific digital tools have been presented in the toolkit for LWS1.

For LWS2 most materials are the same for physical and digital implementation. Printed Worksheets are replaced by JAMBOARD Worksheets. Sample online workspace layout for online adaptations (JAMBOARD) are available in the LWS2 Master Folder ([LINK](#)) and online ([LINK](#)).

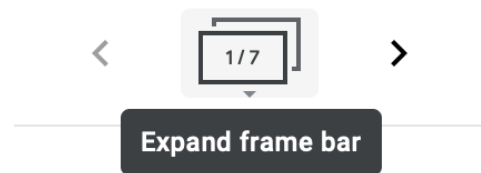
If you decide to organise an online workshop you may need to copy or duplicate the worksheets.  
You need to make a copy of the whole JAMBOARD by each PHS providing an online workshop!

Making copy of the whole JAMBOARD:

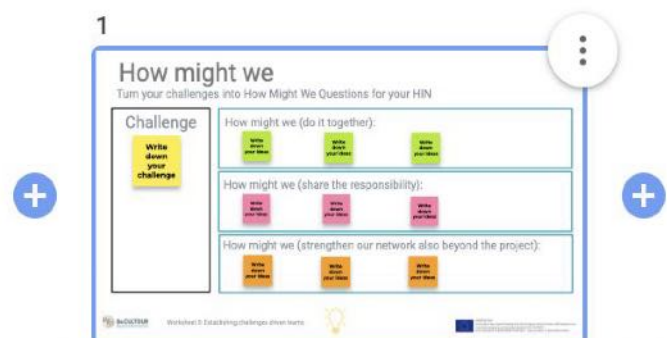


Duplicating one worksheet:

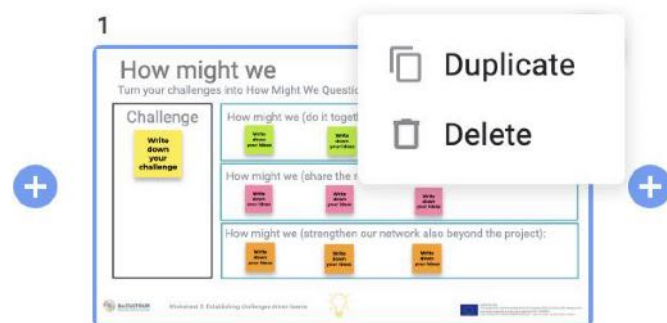
1. Go to the top of the board and click "Expand frame bar".



2. Go to the right top corner of the worksheet in the frame bar and click.



3. Duplicate!





If you have problems with the copies or the template, please send an email to [malgorzata.cwikla@iclei.org](mailto:malgorzata.cwikla@iclei.org).

## LWS2 Implementation

In addition to the mandatory Module 1 and module 7, you are free to choose and adapt **three** modules that work best for your situation:

- M1, M2 and M3 assist with deepening knowledge of local challenges linked to assets.
- M2, M4, M5, M6, M7 are more forward-looking, they assist with solution creation and action plans.

Table 7. Overview of Modules.

Module	Physical Workshop	Online Workshop	Format
<p><b>M1 - Introduction (MANDATORY)</b></p> <p><b>OBJECTIVE</b> - To reflect on the results of LWS1, strengthen the HIN based on the potential of the community and possibilities of connecting with local/regional actors.</p> <p><b>RESULT</b> - Integration of new participants, explanation of the key elements of the project in relation to the specificity of the region. *YOU MAY INVITE INNOVATORS!</p>	60 min	60 min	Plenary
<p><b>M2 - Serious game for interactive community and idea building</b></p>	120 min	n/a	Small groups (2-4 ppl) and plenary

<p><b>OBJECTIVE</b> - To encourage collaboration and action idea creation for local challenges.</p> <p><b>RESULT</b> - Set of time-defined action ideas. Reflection about value and difficulties with multi-stakeholder collaboration.</p>			
<p><b>M3 - Establishing challenges driven teams</b></p> <p><b>OBJECTIVE</b> - To deepen cooperation in the context of the challenges, assets and potential in the region.</p> <p><b>RESULT</b> - Potential teams that can turn challenges into opportunities and trigger affirmative, inclusive development.</p>	60 min	60 min	Mid-size group (10 ppl) and plenary
<p><b>M4 - Closing loops in cultural tourism and beyond</b></p> <p><b>OBJECTIVE</b> - To understand the process of change from linear to circular model in terms of cultural tourism and beyond.</p> <p><b>RESULT</b> - Stakeholders prepared for the implementation of new solutions promoting a circular approach.</p>	90 min	90 min	Small groups (5-7 ppl) and plenary
<p><b>M5 - Ideas for solutions and actions in our innovation areas</b></p>	60 min	60 min	Plenary and couples

<p><b>OBJECTIVE</b> - To analyse ideas and to address challenges linked to assets that may be of importance for the region.</p> <p><b>RESULT</b> - Setting action priorities..</p>			
<p><b>M6 - Signposts for the Future</b></p> <p><b>OBJECTIVE</b> - To identify activities that may contribute to the achievement of the project's objectives.</p> <p><b>RESULT</b> - Reconstruction of possible actions related to circular cultural tourism in the short and long term.</p>	120 min	90 min	Small groups (5-7 ppl) and plenary
<p><b>M7 - Our Action Plan (MANDATORY)</b></p> <p><b>OBJECTIVE</b> - To co-create a summary of challenges linked to local assets in the context of designing strategic actions/ideas and developing business solutions.</p> <p><b>RESULT</b> - To make the first steps towards writing Action Plans that complement the existing strategies and combine bottom up ideas with the priorities of local governments.</p> <p><b>*YOU MAY INVITE INNOVATORS!</b></p>	60 min	60 min	Plenary

Some combination possibilities are outlined on the next page. Or you find your own path and adapt the modules! Keeping in mind the overall LWS2 objectives and how the workshop will

contribute to your Action Plan. You may also change the timeframe for each module if this will better correspond with the local needs.

Example 1.

M1 - introduction	M2 - Serious game	M4 - Closing loops	M6 - Signposts for the Future	M7 - Our Action Plan
60 min	120 min	90 min	120 min	60 min
Plenary	Plenary & small groups	Small groups and plenary	Small groups	Plenary

Example 2.

M1 - introduction	M3 - Establishing challenges driven teams	M5 - Ideas for solutions and actions in our innovation areas	M6 - Signposts for the Future	M7 - Our Action Plan
60 min	60 min	60 min	120 min	60 min
Plenary	Mid-size group and plenary	Plenary and couples	Small groups	Plenary

Example 3.

M1 - introduction	M4 - Closing loops	M5 - Establishing challenge driven teams	M6 - Signposts for the Future	M7 - Our Action Plan
60 min	90 min	60 min	120 min	60 min
Plenary	Small groups and plenary	Plenary and couples	Small groups	Plenary

Other options are possible as well!

## Module 1. Introduction (60 min)

### *KEY QUESTION: “Where are we now with the Be.CULTOUR project?”*

LWS2 is the key event during which ideas for the Action Plan are further explored. It makes use of the LWS1 report and the most important project elements related to circular cultural tourism (and beyond). Depending on what topics were raised during LWS1 and whether the group of participants has changed, please introduce an appropriate adjustment of the presentations. They can relate to the basics of circular economy, specific case studies of implementing its elements or the preparation of strategies and Action Plans in a given region. This opportunity can be used to invite local experts, share knowledge and strengthen partnerships. The reports after LWS1 show that it is crucial to present numerous practical examples and pay direct attention to local circumstances. The local HIN can also be broadened by taking into account the actors identified during the stakeholder mapping process. It is worth paying special attention to under-represented groups and taking into account the diversity of individuals and organisations involved in the project.

Broaden the topics related to the project, based on the results of LWS1 and your specific needs. **Make sure that the participants avoid re-discussing aspects already agreed / fixed in LWS1.**



## Preparation

1. Have a summary of the results of the LWS1 showing challenges, assets, and map of stakeholder. You may also display this information on the wall or make a poster/infographic. Try to present the results in a simple way.

## Implementation

### Be.CULTOUR Presentation - key aspects of the project and results of LWS1

Use the **Presentation of the LWS1 Report** [\[LINK\]](#) (and if still needed the Project Presentation [\[LINK\]](#) and Project Presentation Script [\[LINK\]](#) in case there are a lot of new participants) to provide a short introduction to the Be.CULTOUR project. This can be delivered by the Organiser/Consultants or the Mentor of each PHS. After this presentation, give a chance to participants to ask burning questions or seek clarifications. Make sure that you don't jump into topics/details that will be covered in the following Modules. You may also send appropriate information prior to the LWS2 for new participants and ask them to read about previous steps.

This is your chance to present what has been already done in LWS1. This can/ should be done by the PHS representatives, their consultants and their mentors.

Here come some guiding questions that can help you prepare your Presentation in collaboration with your Mentor:

- What was done so far in the Be.CULTOUR project at OUR PHS?
  - - You can show timeline past, present, future
- Where are we now in the process?
- What is the information/knowledge from where we start the current LWS2?
  - -info accumulated during the LWS1 and the meeting after it (**use the LWS1 report as a base**)
  - -what are the "fixed / unchangeable" aspects / milestones (You don't go back before this point.)
- What are recognised and hidden assets in the region?
- What challenges have been identified?
- What are the initial steps proposed for the Action Plan?
- What are your Niche Innovation Areas?
- Who is involved in the HIN? And who is still missing?

### Keynote Speaker

When inviting a keynote speaker, be careful not to duplicate the topics from LWS1. Also remember that LWS3 will allow you to invite guests and discuss specific topics. So try to view this element as a process that gradually develops. While LWS1 had an introductory character, and LWS3 will be tied to a specific refinement of the Action Plan, now you have the opportunity to

delve into the stakeholder network as well as get to know better what sustainable, circular tourism is and what is understood as “beyond” at the regional level.

Here come some guiding questions that can be covered by the Keynote Speaker:

- What are the case studies on circular economy in cultural tourism?
- What are the examples of circular approaches in the region?
- What to be careful about when introducing circular solutions ?
- What are the differences between products and services in a circular economy?
- How is Europeanization understood in the region?
- What is the local strategy concerning existing and planned cultural routes?
- How is human-centered approach implemented in sustainable tourism strategies in the region?

**ATTENTION:** Invite a key speaker **just if** she/he will bring additional valuable knowledge necessary for participants to contribute to the next activities in LWS2. First, define what additional knowledge is needed and then, look for a speaker that can present well. Discuss with her/him the content to make sure it will fit well in the LWS2 activities. Avoid general presentations that are not clearly needed in the LWS2. Invite only speakers who will contribute to the co-creation process.

After this presentation, give a chance to participants to ask burning questions or seek clarifications. Make sure you don't jump into topics/details that will be covered in the following Modules.

## Q&A session

Depending on the available time, open the floor for a discussion to answer questions and share reflections on the introductory presentations. Give max 2min for individual inputs and try to alternate between female and male participants during the sharing of feedback.

## Reporting

If relevant to your Action Plan, use your M1 Reporting Form to summarise (in English) important points from the presentations.

Feel free to save presentation slides and any pictures/screenshots in your PHS Module 1 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Online adaptation

Little adaptation is needed. Presentations are made using “share screen” and Q&A occur in virtual plenary. Tech host can “spotlight” the speaker so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications.

### Module 2. ‘Serious game’ for interactive community and idea building (120 min, break included)

**KEY QUESTION: “How can breaking free of reality help us understand the necessity of collaboration and trade-offs while addressing our region’s tourism-related challenges?”**

*Method: Serious Game*

Serious games help us think about and address real-life issues in an abstract, playful way.

This serious game is set in the region of **Cultouria**, and it places participants in the shoes of different regional stakeholders (fictional roles, e.g. municipal Department of Infrastructure, Cultural Heritage Association...). Players are guided through rounds of brainstorming, negotiation, and community meetings to collaboratively come up with ideas for regional challenges over different time frames (1 and 5 years).

The game can be an ice-breaker and a community-building activity to integrate new actors into the HIN. It can foster cross-sector collaboration and systemic thinking while brainstorming and negotiating with other participants. Also, since the game challenges are based on those indicated in the first Be.CULTOUR local workshop, this serious game gives a chance to generate useful ideas for future local Action Plans.

We highly recommend playing this game with workshop participants, as it was inspired by the well-received [RURITANIA game for rural development](#). However, if desired, this module may be replaced by M4 - *Ideas for solutions and actions in our innovation areas* or M5 - *Establishing challenges driven team*.





## Preparation

1. Determine if your confirmed workshop participants meet the required number of players (13 - 38 people).
2. Assign a game moderator who will learn and lead the game.
3. Select game roles depending on group size and fill in name tags (See Role sheet)
4. Print game materials
5. Set up the physical game space
  - a. Small tables with chairs interspersed throughout the room for the role groups
  - b. A large whiteboard/flipchart in a visible place, challenge cards pinned on it
  - c. Display the printed game flow visibly on a wall or a projector

## Tools

- Printed game materials (See [Master folder Draft materials](#) - and contact [sophia.silverton@iclei.org](mailto:sophia.silverton@iclei.org) to receive customised materials in your PHS folder)
  - Game flow - one large-printed copy or displayed on a projector
  - Game script - one copy for moderator
  - Game worksheet - one copy per role
  - Challenge cards - one copy of each card
  - Role sheet - one copy per role
- Pens and name tag stickers (pre-filled with a given role) for all participants
- One whiteboard or flip-chart paper and stand, tape or magnets, marker
- Bell or noise maker to get the group's attention (optional if you have a loud voice!)

## Implementation

Step	Time	Facilitator (game moderator)	Participants
Step 1: <b>Game introduction</b>	15 min	Follow the game script to explain game rules, challenges, randomly assign participant roles and budget. Distribute role sheets and game sheets.  Conduct a Q&A if necessary.	n/a
Step 2: <b>Round 1 - Internal Planning</b>	20 min	Follow the game script.  Ask role teams to find their own space in the room.	Participants in the same role-team select a challenge they wish to address and come up with a related action idea.  The action idea's implementation should be broken down into

			<p>concrete steps to be achieved within two time frames (1 year and 5 years, indicated on the game worksheet).</p> <p>They also decide on desirable collaborations with other teams (to combine budget).</p> <p>Take notes on their game worksheet.</p>
<p>Step 3:</p> <p>Round 1 - Negotiation</p>	20 min	<p>Follow the game script to give instructions for the first negotiation round.</p> <p>If teams partner and create an idea that addresses two challenges, the cost is that of the more expensive challenge plus half of the cost of the less expensive challenge. (e.g. If challenge A costs 4 and challenge B costs 8, it would cost 10 to address them both together OR if A costs 8 and B costs 8, then AB costs <math>8+4=12</math>)</p> <p>In general, partnerships should allow role teams to have sufficient budget to address their challenge. But this will require collaboration and compromise, by combining or adapting each role team's initial ideas.</p>	<p>Role teams walk around the room and discuss their action ideas and implementation steps, forming partnerships where desired.</p> <p>Partnerships may occur between role teams working on the same or different challenges.</p> <p>Each team should update their game worksheet accordingly.</p>
<p>Step 4:</p> <p>First community meeting and event</p>	15 min	<p>Follow the game script to lead a community meeting.</p> <p>In the last 5 minutes, use script to announce and explain an "event": "New funding (4 budget points) for actions that include a circular economy perspective." <i>Shhh! This event should be kept a secret from participants beforehand.</i></p>	<p>Each team concisely presents their ideas and partnerships. The Observer shares their impressions of the group collaboration process so far.</p> <p>Listen carefully to see if they want to join other partnerships or leave current ones.</p>
<p>Step 5: Active break</p>	10 min	n/a	<p>Try to remain in game mindsets, informal chatting and negotiation is allowed (mimics real-life informal networking)!</p>

Step 6: Round 2 - Internal Planning	15 min	Follow the game script to introduce round two of planning and negotiations.	Teams discuss whether/how they want to take advantage of the new funding. This could involve adapting their idea to include circular economy concepts, considering remaining in their current partnership, entering a new partnership or deciding to work on a new idea by themselves.  Take notes on their game worksheet.
Step 7: Round 2 - Negotiation	15 min	n/a	Same as first round negotiations. Ideas and partnerships can change, but keep in mind that this is the last negotiation round.  Each team should update their game worksheet accordingly.
Step 8: Second community meeting	10 min	Follow game script to lead meeting.	Each team presents the final results of their planning and negotiation. Observer shares impressions.
Step 9: Debrief	10 min	Follow game script to guide debrief on the game.  Save all documents in Module 2 reporting folder.	Participants 'step out' of their game roles for the discussion.

## Reporting

Summarise the proposed action ideas linked with each challenge in the M2 Reporting Form. (Participants' game worksheets contain this information). **Alternatively**, skip this reporting task if you think that the results are sufficiently captured in your draft Action Plan (Module 7).

If relevant to your Action Plan, add general notes from the community meetings and debrief.

Feel free to save any pictures in your PHS Module 2 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Online adaptation

This game does not lend itself well to online adaptations, however one option is: Divide participants randomly into breakout rooms. Assign each room a regional stakeholder role. In their rooms they pick a challenge and collaboratively generate ideas for addressing it. They reconvene in plenary to share their ideas. Please save all materials from this session in Module 2 reporting folder.

Additional training on how to host the serious game will be provided in February for interested PHS.

### Module 3. Establishing challenges driven teams (60 min)

**KEY QUESTIONS: “How can we translate our challenges into opportunities? How to use our capabilities and split responsibilities”**

*Method: How Might We*

To develop a strategy for change as a network or as a community, it is helpful to reflect what challenges you want to address, what needs to be improved, and how you can do it together. In this single questionnaire the participants can work on the previously identified problems and challenges.

This module aims at identifying potential paths for collaboration. How Might We is not a tool to suggest particular solutions. It should provide a framework for the measures you may include in your Action Plan. Now it's time to rethink your ideas and look for opportunities. The participants should know and understand that changes are possible and that they may contribute to them.

In this exercise, it is also worth highlighting the diversity of the stakeholders involved and the fact that it is needed to work together in order to achieve goals. At this stage you may also try to establish teams interested in particular actions.

*This exercise directly relates to the outcomes of the LWS1. Sub-questions for this module helping the PHS and HIN to design the Action Plan are included in the implementation table, below.*



## Preparation

1. Translate and adapt the M3 Worksheet in your PHS folder ([LINK](#)), to be used in printed or online format.
2. Have a summary of the results of the LWS1 showing challenges. You may also display this information on the wall or make a poster.
3. Workshop venue organised in working places for small plenary sessions (10 participants).
4. Plan how to split the group in order to strengthen networking and contribute to the possible cooperation at the same time. Here more concrete steps could be designed.

## Tools

- How Might We Worksheet (See your individual [LWS2 PHS folder](#))
- Pens
- Results of the Stakeholder mapping and list of challenges from LWS1.
- Flipchart.

## Implementation

Step	Timeframe	Facilitator	Participants
Step 1	5 minutes	Introduce Module 3. Distribute multiple copies of the <a href="#">Worksheet</a> “How might we” to each group. Distribute pens and printed results from LWS1.	Seated in groups of 10 in a small plenary.
Step 2	5 minutes		Groups start by taking a look at the challenges, opportunities, and assets identified in LWS1. You may also discuss new challenges and assets or the results of the other modules.
Step 3	30 minutes	Ask the group to focus on one challenge per worksheet, and focus on answering the main questions:	Brainstorm and fill out worksheets in the small groups.  Participants can take notes on the back of their worksheet.



		<p><i>How might we work together?</i></p> <p><i>How might we share the responsibility?</i></p> <p><i>How might we strengthen our network also beyond the project?</i></p> <p>Also encourage them to critically think about the following additional questions:</p> <p><i>Is the circular approach included?</i></p> <p><i>Are diverse, also marginalised groups, minority cultures involved?</i></p> <p><i>How long will this network last?</i></p>	
Step 4	10 minutes	Back to the plenary.	<p>Return to plenary.</p> <p>Participants report back on their discussions and share insights on how to translate challenges into opportunities.</p>
Step 5	10 minutes	<p>Prompt participants to establish challenge driven teams - on flipchart paper, note down who wants to take part in which challenge-team. Participants do not have to choose the team from their original group.</p> <p>Documenter makes pictures of all materials. Please save them in the Module 3 reporting folder.</p>	Participants individually indicate which challenge-team they would like to join.

## Reporting

In the M3 Reporting Form, note down main points and who is interested in working together on particular challenges. The 'How might we' worksheets and plenary discussions can provide this information. **Alternatively**, skip this reporting task if you think that the results are sufficiently captured in your draft Action Plan (Module 7).

Feel free to save any pictures in your PHS Module 3 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Online adaptation

*Sample structure for online adaptation: 60 minutes*

Step	Activity	Timing	Role	Notes
1	Introduction	5 min	Facilitator	Facilitator welcomes participants in a virtual plenary and explains the activity. Please mention the challenges from LWS1.
2	Work in smaller groups	5 min	Facilitator + Tech host	<p>Ask the group to focus on one challenge per worksheet/group.</p> <p>Tech host randomly sorts participants into small breakout rooms (10 ppl).</p> <p>Tech host shares a link to <a href="#">JAMBOARD</a> with the worksheet. One worksheet for each group (please make in advance as many copies as you need based on the number of registrations).</p>

3		30 min	Facilitator + Tech host	<p>Tech host sends to each group a message and asks to focus on answering the main questions:</p> <p><i>How might we work together?</i></p> <p><i>How might we share the responsibility?</i></p> <p><i>How might we strengthen our network also beyond the project?</i></p> <p>Facilitators visits breakout rooms and encourage participants to critically think about the following additional questions:</p> <p><i>Is the circular approach included?</i></p> <p><i>Are diverse, also marginalised groups, minority cultures involved?</i></p> <p><i>How long will this network last?</i></p>
4	Back to plenary	10 min	Facilitator + Tech host	<p>Participants report back on their discussions and share insights on how to translate challenges into opportunities.</p> <p>Tech host makes notes on the <b>JAMBOARD for the facilitator</b> and groups the challenges.</p>
5		10 min	Facilitator + Tech host +	<p>Participants express who wants to take part in which challenge-team.</p>



			Documenter	<p>Participants do not have to choose the team from their original group.</p> <p>Tech host edits the JAMBOARD accordingly.</p> <p>Documenter saves all files used in this exercise. Please save them in the Module 3 reporting folder.</p>
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## Module 4. Closing loops in cultural tourism and beyond (90 min)

### *KEY QUESTION: “How to move from linear to circular tourism?”*

*Method: Theory of Change*

**Theory of Change** helps to map out the necessary steps a group needs to take to achieve a particular goal or design a plan for future activities. In this exercise we will mainly focus on the **shift from traditional tourism to circular tourism**.

Change is always worrying. At the same time, it is a great opportunity. Here the group should focus on the specific problems identified in the region, including the needs of a given PHS and its stakeholders, using the assets and available resources, and consider how the circular approach can help. The proposals do not have to be comprehensive, but they should be an inspiration for formulating further solutions during the M7, LWS3, and in the final Action Plan.

Developing a Theory of Change is a good way to reflect on how your HIN may work together towards the expected outcomes and also identify what may be still missing. If you include the circular aspects, maybe new partners need to be onboarded. At the end you should be able to discuss in more detail which possible solutions may work in your region. Try also to consider in which way a change may be **linked to the issue of “beyond” cultural tourism in your area and Europeanisation**. Also keep in mind that you may use existing solutions and adapt them to the

circular approach. For example you may think about energy and water consumption in relation to established cultural routes. What can be changed? In which way can you use this shift for new branding of local assets?

The purpose of this exercise is to raise awareness about the transition from a linear approach to a circular approach. It is important to underline the issue of values as well as the difference between circular products and circular services. You can also use the translated presentation on the circular approach. Keep the circular principles in mind: **Refuse - Replace - Repurpose/repair - Redesign/rethink - Reduce - Recycle - Relocate - Reuse- Restore/regenerate.**

#### Need examples of circular tourism?

Check out these handbooks: <https://circulartourism.eu/resources/handbooks/>

*\* This exercise may be directly based on the outcomes of the LWS1 or additionally include other examples of moving from linear to circular tourism. Sub-questions for this module helping the PHS and HIN to design the Action Plan are included in the implementation table, below.*



## Preparation

1. Translate and adapt the [Worksheet](#), to be used in printed or online format.
2. Translate and adapt the presentation on the circular approach ([LINK](#)) or some case studies, preferably from the region or country. Depending on the format you may display some images on the wall, print them or send them to the participants via email.
3. Have a summary of the results of the LWS1 showing challenges, assets, map of stakeholders. You may also display this information on the wall or make a poster.
4. Workshop venue organised in the discussion tables.

## Tools

- Pens.
- Post-its.
- Stakeholder map, list of challenges and hidden assets from LWS1
- Flipchart or board
- Pins
- Colored threads
- Projector (if you want to show pictures or presentations)

## Implementation

Step	Timeframe	Facilitator, Documenter	Participants
Step 1	15 min	<p>Give the presentation on circular economy, or show examples of circular economy, preferably related to the region or to cultural tourism.</p> <p>Connect this to the assets and challenges indicated earlier in the workshop or in LWS1.</p> <p>Write down the key challenges and assets on the whiteboard.</p>	
Step 2	10 min	<p>Distribute the Theory of Change worksheet (additionally display it on a wall if you wish).</p> <p>Before explaining the worksheet, lead a short discussion:</p> <p><i>What is linear tourism?</i> <i>What is circular tourism?</i></p> <p>Take notes on the flipchart. Optionally, use Post-it for additional notes. Use green Post-it for notes related to circular economy and pink Post-it for notes related to “traditional”/ linear tourism.</p>	Discuss together in plenary.
Step 3	5 min	<p>Explain the exercise and the worksheet, then divide participants into small groups (5-8 people).</p> <p><i>Try to build diverse groups with</i></p>	Find a space to sit with your group.

		<i>participants in different backgrounds.</i>	
Step 4	30 min	<p>Ask participants to start working in their groups.</p> <p>First the group reflects on the local challenge(s) trying to identify if they are rooted in linear tourism. Encourage the group to think about the difference between products and services (what generates more waste, what resources are needed).</p> <p>Next the groups discuss what can be done differently in order to implement a circular approach. They should think about how regional assets can be used in a more circular way to address the previous challenges.</p> <p>Halfway through the exercise, ask participants to pause and check if their ideas are in line with circular logic:</p> <p><i>“Closing a loop” means when you move forward with developing an action, you need to be able to trace it back.</i></p> <p><i>Are the steps linked?</i></p> <p><i>What barriers do you see?</i></p> <p><i>What risk do you see in becoming circular?</i></p> <p><i>Try to give the group an additional push.</i></p> <p>The circular economy principles in the worksheet can help prompt ideas.</p>	Participants discuss and fill out the worksheet in groups.
Step 5	20 min	In plenary, discuss the results from each group. The worksheets can be shown on the flipchart.	Representative of each group describes the challenge / assets / other change that has been addressed. The way toward the goal highlighting the circular approach is explained.
Step 6	10 min	Try to take a look at the results in a big picture mode.	Participants may add additional notes and

		<p><i>Are there new partnerships needed?</i></p> <p><i>Are the circular loops from each group somehow linked to each other?</i></p> <p><i>What do you see beyond circular tourism?</i></p>	<p>comments to other Worksheets. Please use blue Post-it.</p> <p>If the Worksheets are connected you may use colored threads and pins to connect them. Use the same colours as Post-it: green - circular, red - traditional tourism.</p> <p>Save all materials in the Module 4 reporting folder!</p>
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## Reporting

In the M4 Reporting Form, summarise main points on the transition to circular tourism which are relevant to your Action Plan (e.g. any concrete suggestions linking assets and challenges with circular principles). The worksheets and plenary discussions can provide this information.

Feel free to save any pictures in your PHS Module 4 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

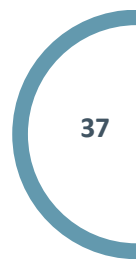
## Online adaptation

*Sample structure for online adaptation: 90 min*

Step	Timing	Role	Notes
1	15 min	Organiser + Facilitator	<p>Introduce this module. Share your screen and give the presentation on circular economy, or show examples of circular economy, preferably related to the region or to cultural tourism.</p> <p>Connect this to the assets and challenges indicated earlier in the workshop or in LWS1.</p>

			Have a list of assets and challenges.
2	10 min	Facilitator + Tech host	<p>Lead a short discussion:</p> <p><i>What is linear tourism?</i> <i>What is circular tourism?</i></p> <p>Distribute the link to the worksheets on <a href="#">JAMBOARD</a> and explain it.</p>
3	5 min	Facilitator + Tech host	<p>Facilitator asks participants to start working in their groups.</p> <p>Tech host randomly sorts participants into breakout rooms (5-8 ppl). One worksheet for each group (please make in advance as many copies as you need based on the number of registrations).</p>
4	30 min	Facilitator	<p>In breakout rooms, the groups discuss what can be done differently in order to implement a circular approach. They should think about how regional assets can be used in a more circular way to address the previous challenges.</p> <p>Halfway through the exercise, broadcast a message into the breakout rooms or visit them to ask participants to pause and check if their ideas are in line with circular logic:</p> <p>“Closing a loop” means when you move forward with developing an action, you need to be able to trace it back.</p> <p><i>Are the steps linked?</i></p> <p><i>What barriers do you see?</i></p> <p><i>What risk do you see in becoming circular?</i></p> <p><i>Try to give the group an additional push.</i></p>

			The circular economy principles in the worksheet can help prompt ideas.
5	20 min	Facilitator + Tech host + Presenter	Back in plenary, a representative of each group describes the challenge / assets / other change that has been addressed. The way toward the goal highlighting the circular approach is explained. Each group may share a screen.
6	10 min	Organiser + Facilitator + Tech host + Documenter	<p>Try to moderate a discussion.</p> <p><i>Are there new partnerships needed?</i></p> <p><i>Are the circular loops from each group somehow linked to each other?</i></p> <p><i>What do you see beyond circular tourism?</i></p> <p><i>How is circular cultural tourism understood by the participants?</i></p> <p>Documenter saves all files used in this exercise. Please save them in the Module 4 reporting folder.</p>



## Module 5. Ideas for solutions and actions in our innovation areas (60 min)

**KEY QUESTIONS: “What challenges are our priorities? What solutions do we need? What actions could we develop further (for the Action Plan)?”**

Method: Top five

Solution ideation and prioritisation is challenging. Top Five is an easy exercise allowing the participants to dive into local challenges and simply ask what should happen, both soon and in a long-term perspective. Use this exercise to highlight key ideas, and identify undertakings which will be the foundation of your Action Plan.

The objective of this module is to spark discussions or new thinking about the real problems and needs in your region. Here you may also include your time perspective for strategic changes - from short-term to long-term. The exact definition of what could be a short and a long term change resulting from implementation of your Action Plan should be made locally. Take into account the existing plans or strategies and try not to overlap.

*\* This exercise directly relates to the outcomes of the LWS1. Sub-questions for this module helping the PHS and HIN to design the Action Plan are included in the implementation table below.*



### Preparation

- Translate and adapt the [Worksheets](#), to be used in printed or [online](#) format.
- Prepare two flipchart, or one with two sections (labelled: short term, long term). NOTE - you may adapt the time perspectives to your needs. We would propose: short term - within the remainder of the project (e.g. 1 year), long term - after the project (e.g. 3 years). In Module 6 we will address the future, thus avoid overlapping.
- Have a summary of the results of the LWS1 showing challenges. You may also display this information on the wall or make a poster.



- Workshop venue organised in small working places for couples. At the end in the plenary.
- Plan how to split the group in order to strengthen networking. Ideally in each pair at least one participant took part in LWS1.

## Tools

1. Printed worksheets ([LINK](#))
2. Pens
3. Post-its (green and yellow).
4. Flipcharts, board or worksheet printed as a poster.
5. List of challenges and (hidden) assets from LWS1

## Implementation

Step	Timeframe	Facilitator	Participants
Step 1	15 min	<p>Present the outcomes from LWS1 concerning identified challenges.</p> <p>Introduce Module 5. Distribute the Worksheets and set of green/yellow Post-its to each table. One worksheet for each pair.</p> <p>Outline the <u>guiding questions</u> for the exercise: <i>What challenges are our priority? What solutions do we need? What actions could we take?</i></p> <p>Explain the two time perspectives and how they are understood at the local level: short term (green), long term (yellow).</p>	Seated in pairs.



Step 2	20 min	Facilitator and table host moving between working pairs. Consulting ideas and giving feedback.	<p>Participants pick a challenge, write it on their worksheet and then brainstorm their Top Five actions or business solution ideas - either for the short or long term.</p> <p>Write short-term ideas down on <b>green</b> Post-its and place them on the worksheet.</p> <p>Write long-term ideas down on <b>yellow</b> Post-its and place them on the worksheet.</p>
Step 3	10 min	Ask participants to stand up and move to different tables, in order to take a look at different Top Fives for two time perspectives.	Discuss the other groups' results and ideas, looking at several Top Fives worksheets.
Step 4	15 min	<p>Ask the group to come back to the plenary and discuss the results.</p> <p><i>What are the most common Top Fives for every time perspective?</i></p> <p><i>Is it possible to merge them and have Top Five for the coming years for the whole group?</i></p>	





		<p><i>What changed compared to LWS1? Do some ideas stand out?</i></p> <p>On the flipcharts, the facilitator tries to group separately the ideas for short-term and long-term actions/solutions and highlight some common directions.</p> <p>Facilitation team may comment on challenges prioritised in relation to feasibility within time, budget and thematic limits of Be.CULTOUR project. Try to keep in mind the main questions for this module as guidelines: <i>What are our priorities? What solutions do we need? What actions could we take? What are THE top fives we want?</i></p> <p><b>Colour contest!</b> Count the Post-its in different colours from every couple. Which colours dominate? Discuss shortly the time perspective that mostly attracted the participants in terms of your Action Plan. Reflect on what should be implemented during the project and what after.</p> <p>Documenter makes a picture of all documents. Please save them in the Module 5 reporting folder.</p>	
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## Reporting

In the M5 Reporting Form, summarise the group's Top action ideas or business solutions, preferably in relation to the PHS challenge(s) they address. Indicate whether these ideas are

suggested for the short or long term. **Alternatively**, skip this reporting task only *if* you think that the results are sufficiently captured in your draft Action Plan (Module 7).

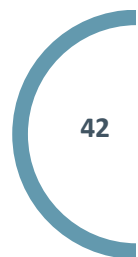
Feel free to save any pictures in your PHS Module 5 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Online adaptation

*Sample structure for online adaptation: 60 min*

Step	Timing	Role	Notes
1	10 min	Facilitator	<p>Present the outcomes from LWS1 concerning identified challenges.</p> <p>Introduce Module 5. Show the Worksheets on JAMBOARD and explain the short-term and long-term perspectives. How are they understood in your PHS? Try to be specific (e.g. short-term - 1 year, long-term-5 years).</p> <p>The participants will post 5 sticky notes in total, short term (green), long term (yellow).</p> <p>Outline the <u>guiding questions</u> for the exercise:  <i>What challenges are our priority? What solutions do we need? What actions could we take?</i></p>
2	5 min	Tech host	Tech host randomly sorts participants into breakout rooms (2 ppl).



			Tech host shares a link to JAMBOARD with the worksheet. One worksheet for each group (please make in advance as many copies as you need based on the number of registrations).
3	20 min		<p>Participants pick a challenge, write it on their worksheet and then brainstorm their Top Five actions or business solution ideas - either for the short or long term.</p> <p>Write short-term ideas down on <b>green</b> sticky notes and place them on the worksheet.</p> <p>Write long-term ideas down on <b>yellow</b> sticky notes and place them on the worksheet.</p>
4	20 min	Facilitator + PHS team (organiser)	<p>Facilitator asks the group to come back to the plenary and discuss the results.</p> <p><i>What are the most common Top Fives for every time perspective?</i></p> <p><i>Is it possible to merge them and have Top Five for the coming years for the whole group?</i></p> <p><i>What changed compared to LWS1? Do some ideas stand out?</i></p> <p>On the facilitator JAMBOARD, the facilitator tries to group separately the ideas for short-term and long-term actions/solutions and highlight some common directions.</p>

			Facilitation team may comment on challenges prioritised in relation to feasibility within time, budget and thematic limits of Be.CULTOUR project. Try to keep in mind the main questions for this module as guidelines: <i>What are our priorities? What solutions do we need? What actions could we take? What are THE top fives we want?</i>
5	5 min	Tech host + Documenter	<p><b>Colour contest!</b> Tech host counts the Post-its in different colours from every couple. Which colour dominates? Discuss shortly the time perspective that mostly attracted the participants in terms of your Action Plan. Reflect on what should be implemented during the project and what after.</p> <p>Documenter saves all files used in this exercise. Please save them in the Module 5 reporting folder.</p>

## Module 6. Signposts for the Future (120 min)

**KEY QUESTION:** *“How did PHS become a great example of circular cultural tourism?”*

*Method: Future Newspaper*

**The aim of this module is to identify potential paths of development for the future.** The focus on the future and retrospective look at the activities that contributed to the achievement of the assumed goals should help to change perspective. It creates a link to LWS3 and to your Action Plan. Group work on press articles presenting PHS as leader in circular cultural tourism will help to analyse alternative directions of reaching the goal.

During the exercise, you can use as many elements as possible to link future descriptions with local conditions. For example, photos of objects, names of people related to the region, local legends, specific places. You don't have to look far ahead. An article presenting the future may refer to the final stage of the project implementation or shortly after its completion. Several activities may still be in progress, but try to name them. Make sure not to repeat the M5 if you decide to include both in your workshop.

The exercise consists of four basic phases that end with a joint discussion of the newspapers developed by the different groups.

1. **Preparatory phase.** Participants clearly define the time orientation. Various approaches are possible, for example during the Be.CULTOUR project (e.g. in one year) or after (e.g. in 5 years). Please remember to set a date in the latter case and do not look too far into the future. The whole exercise, although based on fantasy, is supposed to bring the group closer to the formulation of a real Action Plan.
2. **Reflection phase.** Participants express their worries related to circular cultural tourism and possible changes. All participants should equally interact and contribute to the discussion. All comments are written down by the table host. The brainstorming aims at indicating which obstacles may occur on the way to becoming a circular PHS. The problems are discussed and grouped together. The whole team prioritises the possible problems.
3. **Fantasy phase.** Participants generate creative ideas. At the beginning no boundaries are needed, however at the end of this phase the team should keep in mind the problems discussed in the previous phase. Storytelling, role playing, meditation may be used here. The ideas are noted, they should result from "out of the box" thinking but they need to be rooted as well. The ideas are prioritised and clustered. At the end three to five complementary steps should be chosen. Please remember, the whole exercise shows a way toward a specific final result. Here you may ideate solutions and actions but they should be connected and contribute to the same objective.
4. **Creation phase.** Participants choose the most important cluster of ideas from the previous phase. They should be now adapted to the real circumstances in the region. A story for the newspaper should be created, including the key aspects on what, how, and where contributed to the implementation to the Action Plan. Lay out of the Future Newspaper is designed.

The outcome of this module would show a creative and rooted in the local circumstances way towards circular cultural tourism.



## Preparation

1. Translate and adapt the [Future Newspaper](#) worksheet, to be used in printed or [online](#) format.
2. Set up the space with enough chairs (5-8 chairs) organised around small tables.
3. Define a space where the Future Newspaper can be placed at the end and shown to all participants.
4. Prepare all tools.
5. Arrange the chairs around tables. Put all needed materials on the tables.

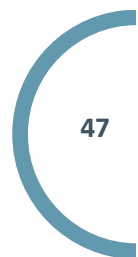
## Tools

- Future Newspaper worksheet.
- Post-it notes.
- Markers or colour pens.
- Sticker dots.
- Pictures from local newspapers, postcards.
- Glue and scissors.

## Implementation



Step	Timeframe	Facilitator	Participants
Step 1	10 min	Introduce Module 6. <b>Divide the group in small teams of five to seven.</b> Give each team a Future Newspaper Worksheet, Post-it notes, pens in different colours, pictures, glue, and scissors.	Seated in the teams of five to seven with one table host each.
Step 2	10 min	Ask participants to define headlines which reflect the desired future - being an example of circular cultural tourism. If you see that in your region other questions need to be addressed, please adapt the exercise and create an appropriate headline (e. g. on “beyond” cultural tourism).	Brainstorming on the headline.
Step 3	20 min	<p><i>When will we reach our goal? (i.e. When is this newspaper being written?)</i></p> <p><i>Who should be involved?</i></p> <p><i>Do we write for the local community or at the national or international level?</i></p>	<b>Preparatory phase.</b> Defining the framework. Table host keeps notes if needed.



Step 4	20 min	<p><i>What can stop us?</i></p> <p><i>What can go wrong?</i></p> <p>A short coffee break can be added here if needed.</p>	<p><b>Reflection phase.</b> Defining possible obstacles and local challenges. Table host keeps notes if needed.</p>
Step 5	20 min	<p><i>What resources do we have?</i></p> <p><i>What challenges do we need to address in the coming months / years?</i></p>	<p><b>Fantasy phase.</b> Brainstorming on future solutions and actions. Take into account strengths, opportunities and assets from LWS1. Refer also to the previous exercises from this workshop. Discuss the links between possible steps, resources and don't forget your worries in order to make the story more convincing. Table host keeps notes if needed.</p>
Step 6	20 min		<p><b>Creation phase.</b> Design your newspaper! Use provided materials like newspapers, postcard. Write down your story. Highlight some elements with colours or with post-its.</p>
Step 7	20 min	<p>Invite groups to share their newspapers. <b>Discussion</b> on different visions. Newspapers visible to all participants. Participants don't have to sit, just</p>	<p>All newspapers are presented and shortly described by one participant of each team. A round of sticker-dot voting finished the exercise. At the</p>

		<p>watch the different examples. Make sure they have access to voting dots and post-its. Just like in a poster session. Participants may vote with dots for the most interesting vision and add comments on post-its. Documenter make a picture of all documents. Please save them in the Module 6 reporting folder.</p>	<p>end the most appropriate planes toward the future are discussed.</p>
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## Reporting

In the M6 Reporting Form, summarise key points which are relevant to your Action Plan from the plenary sharing session on the way toward circular cultural tourism as described in the Future Newspapers.

Take pictures of a few Future Newspapers and save them in your PHS Module 6 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Online adaptation

Preparatory work: “Module 6 – Signposts for the Future” worksheet (Future Newspaper Canvas) is already prepared on [JAMBOARD](#). Please prepare as many copies as needed based on the number of participants.

Sample structure for online adaptation

Step	Activity	Timing	Role	Notes

1	<b>Introduction</b>	5 min	Facilitator + Tech host	<p>Facilitator welcomes participants in virtual plenary and explains the activity. Conversation assistant shares link to JAMBOARD Worksheet “Module 6 – Signposts for the Future”.</p> <p>Tech host sorts one table host and participants into groups of five to seven. Random selection is suggested.</p>
2	<b>Brainstorming on the headline</b>	10 min	Table host + Tech host	<p>Brainstorming on the headline in the breakout rooms. The participants chose one headline that reflects the desired future - being an example of circular cultural tourism. If you see that in your region other questions need to be addressed, please adapt the exercise and create an appropriate headline (e. g. on “beyond” cultural tourism).</p>
3	<b>Preparatory phase</b>	15 min	Table host + Tech host	<p>Defining the framework. Table host keeps notes if needed and asks additional questions:</p> <p><i>When will we reach our goal?</i></p> <p><i>Who should be involved?</i></p> <p><i>Do we write to the local community or at the national or international level?</i></p>

4	Reflection phase	15 min	Table host + Tech host	<p>Defining possible obstacles and local challenges. Table host keeps notes if needed. Table host guides the group with additional questions?</p> <p><i>What can stop us?</i></p> <p><i>What's going to be the hardest? What can go wrong?</i></p> <p>A short coffee break can be added here if needed.</p>
5	Fantasy phase	15 min	Tech host + facilitator	<p>Brainstorming on future solutions and actions. <b>Take into account strengths, opportunities and assets from LWS1.</b> Refer also to the previous exercises from this workshop. Discuss the links between possible steps, resources and don't forget your worries in order to make the story more convincing. Table host keeps notes if needed and guides the group with questions:</p> <p><i>What resources do we have?</i></p> <p><i>What challenges do we need to address in the coming months / years?</i></p> <p>Facilitators hops into each group and asks if clarification is needed.</p>

6	Creation phase	15 min	Table host	Design your newspaper! Use provided materials like newspapers, postcard. Write down your story. Highlight some elements with colours or with post-its. Use the tools provided by MIRO to make your newspaper attractive and colourful.
7	Discussion	15	Presenter + Facilitator + Tech host + Documenter	Back to the virtual plenary. All newspapers are presented and shortly described by one participant of each team. A vote finishes the exercise. At the end the most appropriate planes toward the future are discussed.  Documenter saves all files used in this exercise. Please save them in the Module 6 reporting folder.

## Module 7. Our Action Plan (60 min)

**KEY QUESTION:** *“What can we do to establish circular cultural tourism, promote Europeanization and to use a human centred approach?”*

*Method: Co-Creation Brainstorming Session*

The aim of this module is to *start drafting* Action Plans based on the results of LWS1 and LWS2.

**Note:** LWS3 will be entirely devoted to the development of the Action Plans based on the results of

LWS1 and LWS2.

### What is a local Action Plan?

Each Local Action plan developed within the Be.CULTOUR Pilot Heritage Sites is expected to:

- Directly link to PHS partners' **mandate** (it's YOUR action plan!)
- Contribute to the existing **regional development** strategies/plans
- Localise the "**Circular Economy**" concept
- Demonstrate implementation of **human-centred design** principles
- Include **Europeanization** dimensions
- Focus on at least 3 **Innovation Areas**
- Valorise concrete **Heritage Sites** & Cultural Assets
- Define a timeline for implementation of Actions, identifying short term targets that can be achieved in the framework of the Be.CULTOUR project and long-term targets that go beyond the project timeframe.
- Define primarily Actions that the project partner organisations can implement based on their mandate and capacity, as well as optional Actions that can be recommended for external stakeholders at regional level

Each Local Action Plan should contribute to [improving regional development through cultural tourism](#). They therefore need to create continuity of existing work and not duplicate work already done or create new silos. The Action Plan should have its roots inside the existing local policies, programs, strategies and plans and contribute to achieving their objectives.

The Action Plan should: (1) identify (parts of) strategic objectives to which it will contribute to and if existing (2) other Action Plans/ Projects that are under implementation. (E.g. The existing RIS3, Regional development strategy, Circular economy strategy/ plan, etc and the existing [CLIC Action plan for Västra Götaland](#) and the [Draft touristic route in North-East Romania and Moldova](#).)

The Action Plan will need to include a limited but well-selected number of clear actions (ideally between 3 and 7). Each action can have several interrelated sub-actions. These actions/sub-actions will include business solutions proposed for the Hackathon. Before finalising the Action Plan during LWS3, PHS will contribute to the selection of solutions for the Hackathon. The implementation of the actions, sub-actions and the business solutions will contribute to the regional strategic objectives, other existing Action Plans and therefore bring the local reality closer to the desired vision.

### STEP BY STEP

- Building Heritage Innovation Networks in Pilot Heritage Sites

- Organising the Local Workshops
- Defining the initial collaboration pact (not mandatory);
- Defining the Innovation Areas, transversal innovation approaches adopted and emerging trends to be considered
- Identifying best innovative solutions in line with the Innovation Areas
- Adopting the Action Plan, monitoring progress and beyond project sustainability

### Need inspiration?

Here you may find examples of Action Plans developed within the framework of other H2020 projects:

[CLIC](#)

[Eu-Celac](#)

[ROCK](#)

### Need examples of actions?

Let's assume your asset is [River Vero Cultural Park](#). Related actions could be: Raising the public awareness about the potential of the river and its waterfront through social economy approaches (voluntary works, donations, etc.) and fundraising; Creating safe and usable areas along the river banks (e.g. new regulation); Connecting existing pedestrian and cycling lanes in the park.

And other options. In your region there is an **unused heritage building/site**. Related actions could be: Encouraging leisure and service activities in the available vacant buildings/premises; Organising family-friendly events; Creating a series of Community Led debates-stories on local authenticity and needs, Fostering employment opportunities in the heritage retrofitting (introducing green roofs, photovoltaic, solar panels, re-greening), engage young people to develop leisure activities corresponding to their interests or AR based games designed together with local innovators.

**Arts & craft?** What about strategic actions like: Fostering development and rehabilitation of local traditional skills (preparation of building materials, masonry and woodworking skills, restoration skills....) with tourists; Providing infrastructure or funding for local intangible heritage traditions, practises and rituals (music, storytelling, carnivals, ...) and artist programs...

[Need more on the co-creation methodology in designing Action Plans in Be.CULTOUR project?](#)



You may find inspiration in [D.3.1.](#) - Protocol / methodology for HC innovation in sustainable cultural tourism (v1).



## Preparation

1. Translate and adapt the template of the [Action Plan](#), to be used in printed or online format.

NOTE: For simplification, some elements of this structure were removed from the version shared in the LWS1 toolkit ([LINK](#), pg.9). Feel free to include these elements (e.g. SWOT and PESTEL analysis), as you see fit. Alternatively you may use [a doc file](#) with an Action Plan template.

AND: To better-structure the action or solution brainstorming in this module, PHS may wish to **pre-fill in** some sections of the Action Plan template (e.g. Innovation areas, challenges, assets, regional strategies).

2. For the workshop in person print the template in a poster format (preferably A0) - participants can view the indicative structure for reference, but focus on completing the matrix (second page).
3. Workshop venue organised for plenary sessions (10 participants).

## Tools

- Have a summary of the results of the LWS1 showing challenges and assets. You may also display this information on the wall or make a poster. Have also the results and notes from the previous modules from LWS2.
- Print the Action Plan template (in case the group is large you may need 2 or 3 copies).
- Post-it, pens, glue.

## Implementation

Step	Timeframe	Facilitator	Participants
1.	10 min	Introduce Module 7. Explain the objectives of the Action Plans in your region and its proposed structure. Summarise the results of LWS1 and your first impressions from LWS2.	Seated in plenary.
2.	5 min	Direct participants' attention to the Action Plan matrix. Share the brainstorming rules before you start: everyone may create an idea that responds to the LWS1/2 results, but at this stage they should already be concrete.	
3.	20 min	Ask participants to generate as many ideas as possible BUT in relation to the challenges and assets as well as key elements of the project.	Participants note their ideas on post-it.
4.	20 min	Facilitator puts post-it on the Action plan matrix poster - clustered according to challenge or asset (ideally both together).  Final discussion on LWS2 results and first ideas for the Action Plans.  Organiser or/and facilitator summarises the ideas.  Documenter sticks the post-its with glue on the poster and takes pictures. Please save them in the Module 7 reporting folder.	
5.	5 min	<b>Closing of the workshop.</b>  PHS staff member presents the Next Steps in terms of HIN engagement in next Local Workshop and co-design of Action Plan and Hackathon.  Optional: Participants are asked to fill in a post-workshop survey.	

## Reporting

This is the most important reporting task. In the M7 Reporting Form, translate the completed Action Plan poster into English. Remember that this is just a draft Action Plan, so it does not need

to be perfectly done! If suitable, complement the draft Action Plan with results from previous LWS2 modules (e.g. challenge driven teams).

Take pictures of the completed Action Plan poster and save them in your PHS Module 7 Reporting Folder.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Online adaptation

Preparatory work: “Module 7 – Our Action Plan” worksheet (Action Plan template) is already prepared on [JAMBOARD](#).

Sample structure for online adaptation.

Step	Activity	Timing	Role	Notes
1.	Introduction	10 min	Facilitator + tech host	Introducing Module 7. Explain the objectives of the Action Plans in your region and its indicative structure. Summarise the results of LWS1 and your first impression from LWS2.
2.	Rules	5 min	Facilitator + tech host	Share the brainstorming rules before you start: everyone may create an idea but at this stage they should be already concret.
3.	Brainstorming	20 min	Ask participants to generate as many ideas as possible BUT in relation to the challenges and assets as well as key elements of the project.  Inspirational music in the background.	Participants note their ideas on virtual post-it and put them on the poster template on JAMBOARD.
4.		20 min	Final discussion on LWS2 results and first ideas for the Action Plans.	



			<p>Organiser or/and facilitator summarises the ideas.</p> <p>Documenter download the worksheet and makes screen shots. Please save them in the Module 7 reporting folder.</p>	
5.	Closing	5 min	PHS staff member presents the Next Steps in terms of HIN engagement in next Local Workshop and co-design of Action Plan and Hackathon.	Participants are asked to fill in surveys about the workshop and share their experience.

## LWS2 Reporting

Reporting from LWS2 should be focused on building your Action Plan. The LWS2 report is intentionally less elaborate than that from LWS1 so that your effort can be dedicated to the Action Plan. Please focus your attention there, and think about how other LWS2 modules can contribute to it.

Furthermore, photos are optional (unless stated otherwise) but encouraged! Save them in your PHS LWS2 Module folders like last time.

Reporting form and Reporting folders are in your LWS2 Pilot file ([LINK](#)).

## Glossary

Take a look at the Toolkit for [LWS1](#).

All images in this toolkit, including worksheets were created with help of AutoDraw <https://www.autodraw.com/>. Free licence: Attribution 4.0 International (CC BY 4.0). Human-centered design is visual. Maybe you would like to draw with the participants too?

# Local Workshop 3

## TOOLKIT

Version: 17 May 2022



To be used by Pilot Heritage Sites in conjunction with the supporting files available in the LWS2 Master Folder [\[LINK\]](#) and individual Pilot Files [\[LINK\]](#)

Please submit your reporting documentation in your PHS Teams Folder *within two weeks* of your LWS2. Notify [sophia.silverton@iclei.org](mailto:sophia.silverton@iclei.org) once complete.

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## Before you start

We have reached the last stage of co-creating your local Action Plans aimed at the development of circular cultural tourism in six Pilot Heritage Sites. Like any creative process, your work will continue to evolve. While you will have your Action Plans in place by the end of this workshop, keep in mind that even after sending it to ICLEI and including in the D3.5 – Action Plans and concept solutions for sustainable cultural tourism in pilot heritage sites, there may be changes. Therefore, treat your Action Plans as an introduction to dynamic response to the environment, a first reaction to the constantly emerging challenges and an attempt to synergistically strengthen the ecosystem of stakeholders. You are just arriving at an important milestone, but there is also a symbolic beyond in the Be.CULTOUR project. You still have the chance to make adjustments to your innovations over the course of the project.

## Introduction

Local Workshops constitute a core element of the Be.CULTOUR co-creation process, enabling stakeholders of the Heritage Innovation Networks (HIN) to meet, exchange and gradually co-develop **Action Plans for circular cultural tourism** in each Pilot Heritage Site (PHS).

The Be.CULTOUR workplan foresees the implementation of three 2-day Local Workshops (LWS) in each of the 6 Pilot Heritage Sites, over a period of 10 months (M8-M18). Using human-centered design methodologies, these LWS will enable local stakeholders to define challenges, ideate solutions, and co-develop actions for circular cultural tourism in their region.

LWS are being developed by ICLEI as events with specific modules / building blocks that can be spread over one or two days, proposing activities that can be implemented in both physical and online environments, depending on COVID-19 restrictions.

While planning and preparing for LWS3 use this Toolkit as a starting point and adjust it to your local needs and potential (e.g. already existing cultural routes which may need innovative products or services to become more attractive, other action plans or strategic documents).

**Since this is the last workshop, it should lead to concrete results.** Therefore there is less flexibility than in LWS2. Nevertheless, the individual modules can be slightly changed or combined. It is important that the proposed exercises make best use of the results of the previous workshops and be a follow-up to a group co-creation process. At the same time, however, it is still possible

to invite new participants. This is especially true for innovative solution designers who have applied to participate in the Hackathon.

The workshop plan consists of **six** modules, one of which is optional and one consists of three smaller parts that can be changed as needed. We encourage you to plan the implementation of **five** modules, or a combination of the proposed exercises in 3-4 working sessions if the methodological approach based on human-centered design is maintained.

## LWS3 Objectives

Building on LWS1 and LWS2, in preparation for the Action Plans, the third Local Workshop aims to achieve the following objectives:

- Definition in detail of the selected actions as areas of desired change based on sub-actions or innovative solutions,
- Design of the implementation process and deadlines,
- Explanation of the involvement of different stakeholders, needed resources, and budget, in association to the selected actions,
- Integration of the ideas pre-selected for the Hackathon,
- Synergy with the values defining sustainability and circular economy and key pillars of Be.CULTOUR,
- Establishing indicators for measuring the success of assumed plans.

## LWS3 Expected Results

The most important result of the last workshop should be reaching the final stage in the co-creation process - “Problem solving”. In the Be.CULTOUR project, problem solving is understood as completing Action Plans, carriers of change in 6 PHS (and beyond when inspiring Be.CULTOUR mirrors and other regions). They are a response to identified challenges, highlighting the local assets of different nature (local products, heritage sites and their *genius loci*, unique history, or creative people reinventing tourism) and taking into account the pillars of the project: circular approach, Europeanisation and human-centred design. In writing the Action Plans it is important to understand the value of the cultural heritage, the regional context and to integrate community led proposals with strategies developed at other levels. In this way the PHS may establish a network supporting realisation of the defined tasks, feeling responsible for them and contributing



to a bigger picture. Action Plans should embrace short-term and long-term actions, sub-actions or innovative solutions. Specific sub-actions are expected to be **SMART** (Specific, Measurable, Attainable, Relevant, and Time-Bound). Action Plans resulting from the workshops should respond to the need for *sustainable development of circular cultural tourism* and thus ensure the *sustainability of the project results* in the future.

## Toolkit Structure and MS Teams Use

This Toolkit gives an overview of LWS3 methodology to facilitate implementation at local level. For each module it outlines:

- Main questions to be addressed
- Methods, objectives and expected results
- Advance preparation and implementation instructions for facilitators
- Tools (materials) and worksheets
- Reporting requirements for documenter

The Toolkit is accompanied by a LWS3 Materials folder in Teams ([LINK](#)). It contains a Master Folder (with reference templates for LWS3 implementation) and Pilot Folders (copies of the Master Files for translation and adaptation by the six Pilot Heritage Sites, according to their needs).

The Master Folder contains:	Each Pilot Folder contains:
<ul style="list-style-type: none"> <li>● Toolkit (PDF to share and Word for comments/questions on Teams) with annexes (Local Pact)</li> <li>● Worksheet templates (PPT)</li> <li>● Agenda template (Word)</li> <li>● Registration Form Template (Word)</li> <li>● Sign-in sheet (Word)</li> <li>● Privacy Policy (Word)</li> <li>● Presentation on financial alternatives (PPT)</li> <li>● Sample online workspace layout for online adaptations (PDF, link also included in the toolkit)</li> <li>● Local Pact template (Word)</li> </ul>	<ul style="list-style-type: none"> <li>● Worksheets for editing (PPT)</li> <li>● Reporting Folders to organise photos in subfolders according to Modules (M1, M2, M3...)</li> <li>● Reporting form (Word)</li> <li>● Action Plan template (Word)</li> <li>● Leaflet for poster or flyer</li> </ul>

Each pilot has its own folder which can be shared with the members of your facilitation team for the LWS3 preparation, implementation and reporting:

LWS2_BAS for Basilicata ( <a href="#">LINK</a> )	LWS2_TER for Teruel ( <a href="#">LINK</a> )	LWS2_LAR for Larnaca ( <a href="#">LINK</a> )
LWS2_VAS for Västmanland ( <a href="#">LINK</a> )	LWS2_VOJ for Vojvodina ( <a href="#">LINK</a> )	LWS2_ROM&MD for NE Romania and Moldova ( <a href="#">LINK</a> ).

## Be.CULTOUR landscape - What else is there?

### From Local Workshop 1 and Local Workshop 2 to Local Workshop 3

While during LWS1 the exercises were mainly related to “mapping” of your local ecosystem, including stakeholders, challenges and assets, in LWS2 the focus was more on “potentials”. This involved, for example, identifying possible partnerships and pointing to areas for possible action. Now, in LWS3, we will focus on combining these two perspectives and defining strategic actions that will contribute to visible, sustainable, good change. The direction of these changes is clear - circular cultural tourism. However, there is also an area of additional opportunities - the symbolic beyond. This gives the chance for an individual approach to planned activities and shifting accents so as to take into account the local specificity and listen to the voice of residents and potential visitors. Try to think holistically, discover new paths of development, and be innovative in defining the actions themselves, but also in understanding the meaning of sustainable and circular development in your unique region. The experience of the last two years, filled with various crises, has taught us that it is necessary to be flexible in managing cultural heritage and tourism. A well-prepared Action Plan can be a helpful tool in responding to uncertainty and in building resilience.

Table 2. Timeline for LWS3

MAY 2022	JUNE 2022	JULY 2022
LWS3 Toolkit (16.05.22) Training (18.05.22) Checklist (27.05.22) Adaptation & Translation	LWS3 Implementation & Documentation  Bilateral meetings with ICLEI to support	Submission of Reporting Forms / Action Plans ( <b>deadline: 04.07.2022</b> )

	development of the Action Plans (01-30.06.22)	
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### From Local Workshop 3 to the Hackathon

The Hackathon will take place shortly after the Action Plans are written. Below is an overview of the key dates.

Table 3. Timeline for Hackathon.

MAY 2022	JUNE 2022	SEPTEMBER 2022
Deadline for applications (19.05.2022)	Hackathon participants confirm commitment (24.06.2022)	Hackathon in Brussels (07-09.09.2022)
Selection of best solutions at the local level (23-31.05.2022)		

### From co-creation process to Local Action Plans

Based on the Be.CULTOUR co-design methodology ([D 3.1. Protocol Methodology](#), [D3.4 Challenge driven innovation](#)) LWS1 was focused on **Problem Exploration**, LWS2 on **Solutions Ideation**, and LWS3 will focus on **Problem Solving**, engaging stakeholders from the 6 Heritage Innovation Networks in co-developing local Action Plans for circular cultural tourism.

After LWS1 and LWS2 you provided reports describing work conducted in all implemented modules. **After LWS3, there is no need to prepare a separate report.** Your Action Plan, along with selected parts of previous reports, is the main output of the entire three-step process.

This task is also the basis of the deliverable **D3.5. Action Plans and concept solutions for sustainable cultural tourism in pilot heritage sites** which will include the **6 Action Plans** as developed at Pilot level. In parallel, the methodological co-creation process presented in the three LWS Toolkits will

be included in the deliverable **D4.3. Peer-learning Guidebook**, aiming at the replication of LWS modules and tools by the Mirror Regions / Community of Interest.

Starting from LWS2, you have been working on an Action Plan template. First, in the form of a simple table that helped to connect planned actions with challenges, assets and stakeholders. The basis for work in LWS3 is a template of the final Action Plan, which, filled with your ideas, will document the community's contribution to development towards circular cultural tourism.

**IMPORTANT** - As part of preparing for this workshop and writing an Action Plan, please pay attention to the terminology we suggest.

***“Strategic action or short just action is the area of the desired change, sub-action is a concrete step to achieving the desired change, and innovative solution is a new human-centred and place-specific product, process and service for sustainable and circular cultural tourism in pilot heritage sites.”***

We will use this terminology in various materials: worksheets, Action Plan template and in the description of various modules. If a different approach to actions and sub-actions would more closely match the results of previous workshops in your territory and the logic adopted by the authors of Action Plan, make the necessary changes. Just remember to explain the terminology and use it consistently.

*For more details on how to create your final Action Plan and an indicative template, see Module 5.*

### From Action Plans to next steps in the project

Writing a local Action Plan is an important milestone in the middle of the project. Even though we are finishing the intensive work phase now, there are still many exciting tasks in Be.CULTOUR ahead of us. First of all, the second half of the project is the possibility of implementing at least some of the planned strategic actions as well as sub-actions and further developing innovative solutions. Let's have a look at the next steps!

You already know the dates for **Hackathon**. The event itself is an introduction to work on the selected ideas, which will receive support during the intensive **Acceleration programme** (M20-36). Be.CULTOUR Accelerator programme includes co-development, prototyping and testing of innovative solutions in pilot heritage sites. The innovators from the PHS regions will be supported

by ICHEC in developing business models and business plans for effective implementation and exploitation of sustainable circular cultural tourism in the long-term.

In the second half of the project we are planning further regular **MeetUps** of the Community of Practice. Their aim will be to promote mutual learning as well as exchange of experiences on the implementation of the Action Plans. This process will be complemented by further **mentoring** in accordance with the scheme adopted in the project. The way of working with mentors can be individually agreed in each case.

Once the Action Plans are ready, ICLEI will monitor the process of implementation. At this stage the process will also include upscaling activities in the mirror regions from the **Community of Interest**, scouting for financing sources supporting the development of ideas. The final result will be a written report on the **after-project sustainability** of Be.CULTOUR community-led Action Plans for longer-term human sustainable development in pilot and mirror regions.

## LWS3 Preparation

### Communication & Engagement Guidelines

#### Stakeholder Engagement: Highlighting diversity and inclusion

A successful Heritage Innovation Network building process highly depends on the **mix of participants** that attend the LWS. Each LWS is expected to actively involve between **25 and 30 participants**, hence **at least 50 targeted invitations** to different stakeholders. Apart from the number of participants, engaging a diversity of ecosystem actors (eg. Tourism sector, Local Authorities, NGOs, Cultural Institutions) is key to fostering new connections and harnessing collective intelligence. Please also consider the diversity of participants in terms of gender, age, class, religion, race and other factors that may be important due to the specificity of the region. Take into account who already participated in LWS1 and LWS2 and needs to be invited again and who was missing and could contribute to the last steps of the co-creation process.

#### Invitations & Registrations

We recommend you make a round of invitations using a registration system through which your invitees will confirm participation and provide the necessary data for enhancing the Stakeholder

Mapping process. Use the Be.CULTOUR Branding Guidelines and Materials provided by ERRIN to create simple invitations. In your folder you will find a poster/invitations template. Before printing, please confirm with ERRIN that the file is correct ([gaia.marotta@errin.eu](mailto:gaia.marotta@errin.eu)).

In your folder you will find a template of the poster. You may also ask for a personalised invitation or poster. In this case please send the below information to [gaia.marotta@errin.eu](mailto:gaia.marotta@errin.eu) at your earliest convenience (ideally a few weeks before the workshop):

- Date, start and end time
- Venue of the event (name, address)
- Type of the event (online, hybrid, in person)
- “Third Be.CULTOUR local workshop” written in your local language
- A very short description of the workshop (up to three lines max.) in your local language
- Any logos

You may add additional information assuring that it’s not necessary to take part in all workshops and new members of the HIN are welcome. Even in LWS3, you can still onboard new participants.

- **Registration Form:**
  - Use the online tool "[EU Survey](#)" for online registration of participants and include the link to your invitation
  - Translate the Registration Form Template (Word) [LINK] in your local language and use it to create your LWS3 Registration Form on EU Survey
  - Translate and use the Privacy Policy [LINK]

As you disseminate your invitations, keep monitoring **registrations** and follow up if needed to ensure 20-30 relevant stakeholders join the 2-day workshop. A few days before the LWS3 send a reminder attaching the **Agenda** of your LWS3.

### Post LWS3 Communication

During and after the workshop, share selected snapshots of your LWS3 with the broader Be.CULTOUR Community.

- Select the best photos from your LWS3 and upload to your social media channels. Avoid close-ups on participants' faces, focus on group work and interaction with materials used and sites visited.
- You can also use the personalised workshop flyer to promote the event.
- Create a short post focusing on the outcomes of the workshop – how it can contribute to the overall Community? What are the next steps?

- Use the hashtags: #BeCultour #Community and tag the official projects social media channels (@BeCultour)
- Link the project's website when possible: [www.becultour.eu](http://www.becultour.eu)
- Prepare a "thank you" e-mail to be sent to all participants after LWS3 which you can enhance with some photos, key insights and calls to action for the next steps of the HIN.

## Organisational Guidelines (Physical Workshop)

### Key Steps

- Confirm local **Facilitator** and engage him/her in the LWS3 Training (18.05.2022)
- Share adapted **Toolkit** with local hosting team and review proposed modules
- Structure your LWS3 **Agenda** integrating compulsory Modules. Be especially mindful of timing ensuring enough time for transportation, venue reorganisation where needed, and enough Breaks between Modules. Remember Breaks offer valuable informal networking between HIN members!
- **Rehearse** the Workshop with the local hosting team and the Mentor, focusing on adaptation of materials and roles distribution during Modules implementation
- Organise the Workshop taking care of all **logistical** aspects (venues, dates, transport, catering, consumables)
- Adapt, translate and print all necessary materials for LWS3 implementation
- Talk thorough **documentation** of the workshop and ensure the reporting is clear to all members of your facilitation team (Scanned Worksheets, Photos, Notes, Video/Audio recordings)
- Translate key insights and complete **Action Plan** to be submitted to ICLEI Europe until **04.07.2022**

### Roles & Responsibilities

A co-creation workshop requires a **facilitation team** with clear roles and responsibilities, to ensure the best possible outcomes. The following suggested roles can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

Table 4. Role in physical workshop.

<i>Organiser</i>	This role corresponds to the Local Coordinator who on behalf of the local Partner Organisation is responsible for the development of the Heritage Innovation Network at Pilot level and managing the relevant project resources. He/she is in charge of all the production needs of the workshop.
<i>Mentor</i>	One Mentor has been assigned to support each PHS. Mentors participate in the Training and support the local facilitation team in adapting the LWS

	modules to the local context, providing context-specific input, assisting with translation and cultural interpretation of key concepts or supporting local outreach activities. Mentors are expected to be (physically or digitally) present during the LWS and provide mentoring sessions for both the preparation and the reporting phase of each LWS. Their critical review and feedback is essential to ensure consistency in the Action Plan co-design process.
<i>Facilitator</i>	This role corresponds to the “frontman/woman” facilitating the workshop. It is recommended to engage an external, neutral facilitator with previous experience in co-creation workshops as well as personal understanding of local realities. The facilitator is in charge of implementing and adapting the Workshop Toolkit to local language and needs, working in close collaboration with the Local Coordinator and the respective PHS Mentor. He/she should keep discussions focused on LWS objectives and ensure all Worksheets are completed.
<i>Documenter</i>	<p>The documenter is in charge of documenting the process and all outcomes of the Workshop. During the LWS, the documenter takes snapshots of the LWS experience, focusing on HIN collaboration and interaction with the selected heritage site. He/she ensures that all completed Worksheets are photographed and/or scanned in high definition in order to be digitally saved and made accessible on Be.CULTOUR Teams, together with all relevant audiovisual documentation material. The original Worksheets are saved in an office of the local partner, for future reference. Upon completion of the LWS, the documenter is in charge of compiling the Reporting Forms in English summarising the outputs of each module, gathering the necessary feedback from the facilitation team and Mentor and submitting the reporting to ICLEI Europe by the agreed deadline.</p> <p><b>&gt;&gt; The main reporting form after LWS3 is the Action Plan (<a href="#">LINK</a>). There are non-mandatory additional reporting forms after each module. They might help you to organise the results.</b></p>
<i>Table host</i>	Table hosts can be staff or volunteers of the hosting organisation who are familiar with the Toolkit in order to answer questions, facilitate discussion and support documentation during group discussions. They take part in the workshop as participants supporting the organiser, facilitator and documenter, ensuring discussions at table/team level run smoothly. In case of confusion, delays or derailment of group discussions, ask for facilitators’ support and be open to participants’ suggestions to improve the completion of each module.

## Organisational Guidelines (Digital Workshop)

While physical local workshops are preferable, digital workshops can be a suitable substitute (efficient, collaborative, and cost-effective). However, online meetings can lead to fatigue and



lower levels of participation and informal interaction. The adaptations of each Module in LWS3 to an online format strive to minimise these factors.

Transferring the LWS3 structure to an online setting requires certain adaptation of the timeframe so as to avoid “Zoom fatigue”. Make sure you keep each session under 90min, provide coffee and lunch breaks and stick to the Agenda. Remember that digital *workshops* are not equivalent to standard online *meetings*. An online LWS should involve active participation in group activities and co-creation of materials. Therefore, they require more preparation than regular online meetings. Like a physical workshop, they require formally assigned roles (see Roles & Responsibilities section) and various tools and materials.

Specific suggestions for facilitating a digital LWS3 are located within each Module description. Depending on your needs, you may split the agenda and organise some modules online (e.g. M1 or M4) and the others in person.

You may also find these two **webinars** useful to get a general idea of tools and methods for online facilitation: [The five Ws of online stakeholder engagement](#), [Co-creation methods for online stakeholder engagement webinar](#). On Teams ([LINK](#)) you will find a guide on how to make online meetings just and sustainable.

Table 5. Tips for online workshops.

<p><i>Event flow for online workshops:</i></p> <ul style="list-style-type: none"> <li>● Follow a <b>script</b> (who does what when)</li> <li>● Keep sessions between <b>60-90min</b></li> <li>● Provide <b>breaks</b> between sessions</li> <li>● Calculate 20% more time for online <b>transitions</b> (log in, break outs, speaker alterations, questions)</li> <li>● Try to <b>alternate</b> speaker / activity every 10-20min</li> <li>● Use <b>audio-visual</b> content (music, videos, recordings, graphs, photos)</li> <li>● Keep track of audience needs &amp; time and <b>adjust</b> accordingly</li> <li>● Always start and end <b>on time</b></li> <li>● Enable time for <b>feedback &amp; questions</b></li> </ul>	<p><i>Rules of online engagement:</i></p> <p><b>Express your ideas</b></p> <ul style="list-style-type: none"> <li>● There are no bad ideas</li> <li>● Encourage thinking out of the box</li> </ul> <p><b>Quality over quantity</b></p> <ul style="list-style-type: none"> <li>● Encourage collective thinking</li> <li>● Capture everything</li> </ul> <p><b>Stay focused on the topic</b></p> <ul style="list-style-type: none"> <li>● One conversation at the time</li> </ul>
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## Online workshop Roles & Responsibilities

The following roles are suggested, which can be divided between several (e.g. 4-8) people, depending on the capacity of the hosting organisation.

Table 6. Roles in online workshop.

<i>Organiser</i>	Similar role as physical workshop. Special attention is given to time-keeping, sending private messages to Facilitator and speakers to ensure each Module runs within agreed timeframe.
<i>Mentor</i>	Similar role as with physical workshop.
<i>Facilitator</i>	Similar role as with physical workshop, but with added attention to the rules of online engagement, above, and modified reporting tasks as specified within each module.
<i>Documenter</i>	Similar role as with physical workshop, but with modified reporting tasks as specified within each module. The Documenter is in charge of recording the LWS3 plenary sessions and taking screenshots instead of photos.
<i>Table host</i>	Similar role as with physical workshop, but with modified digital hosting tasks as specified within each module. The Table hosts play a special role in Break-Out Rooms, as they facilitate and document group discussions in different Modules. Recording Break-Out discussions may limit the freedom of expression of participants, but keeping an audio recording (on Zoom or on a mobile) may be useful for exclusively documentation and reporting purposes. Ensure that participants are asked permission to record.
<i>Tech host</i>	Responsible for all technical aspects (log in, sound, light, break outs, videos). Provides technical support to speakers and participants. The tech host accepts participants in the Zoom meeting and organises Break Out rooms. The composition of each Break Out room can be pre-decided based on Registrations or can be random, as long as a Table host is assigned to each Break Out room. The Tech host is responsible for providing access to JAMBOARD Worksheets and sharing screens when needed.
<i>Conversation assistant</i>	Manages chat by responding to questions and alerting the facilitator of relevant points in the chat, and encourages engagement through polls and quizzes.

## Digital Tools and Materials

Specific digital tools have been presented in the toolkit for LWS1.

For LWS3 most materials are the same for physical and digital implementation. Printed Worksheets are replaced by JAMBOARD Worksheets. Sample online workspace layouts for online adaptations (JAMBOARD) are available in the LWS3 Master Folder ([LINK](#)) and online ([LINK](#)).

If you decide to organise an online workshop you need to make a copy of the whole JAMBOARD for your PHS. You may also need to copy or duplicate the worksheets. Please send an email to: [malgorzata.cwikla@iclei.org](mailto:malgorzata.cwikla@iclei.org) if you need help.

## LWS3 Implementation

Except for the M6, all modules are compulsory. However, you can combine elements of different modules within longer work sessions.

- M1 and M4 assist with deepening knowledge on putting your Action Plan to the local context and finding first ideas for financial solutions for particular actions, sub-actions or innovative solutions.
- M2, M3, and M5 are focused on the final document - your Action Plan.
- M6 is about the future and celebrating the changes that can come thanks to the involvement of local stakeholders.

**IMPORTANT** - we recommend focusing on *actions* in M2, *sub-actions* and *innovative solutions* in M3 and to logically integrate actions with sub-action and innovative solutions in M5.

Table 7. Overview of Modules.

Module	Physical Workshop	Online Workshop	Format
<b>M1 - Introduction</b>  <b>OBJECTIVES</b> - Present current Action Plan and hold keynote speech. Highlight solutions proceeding to the hackathon.  <b>RESULTS</b> - Awareness of Action Plan status and links between it and other local/regional	80-90 min	60 min	Plenary

strategies. Awareness of selected innovative solutions and general project timelines.			
<p><b>M2 - Reflection: let's take a look at our strategic actions</b></p> <p><b>OBJECTIVES</b> - Critical yet constructive analysis of existing proposals.</p> <p><b>RESULTS</b> - A final set of feasible strategic actions that will be a part of the Action Plan.</p>	90 min	75 min	Mid-size group (10 ppl)/ online (5-7 ppl), plenary
<p><b>M3 - Reality check (3 parts)</b></p> <p><b>OBJECTIVES</b> - In-depth analysis of the results of previous exercises and verification of ideas submitted by the community and stakeholders</p> <p><b>RESULTS</b> - Concrete sub-actions and innovative solutions for each action, checked in terms of central project pillars at the local level.</p>	190 min (10 + 3 x 60 min)	150 min	Mid-size group (10 ppl), plenary
<p><b>M4 - Action Plan funding possibilities</b></p> <p><b>OBJECTIVES</b> - Presentation on funding opportunities for Action Plans.</p> <p><b>RESULTS</b> - Ideas for how to fund specific sub-Actions/innovative solutions.</p>	45 min	45 min	Plenary
<p><b>M5 - This is it: Action Plan final evaluation</b></p>	75 min	60 min	Plenary

<p><b>OBJECTIVES</b> - Review completed Action Plan, add financing possibilities for each sub-action/innovative solution, and optionally sign a local pact.</p> <p><b>RESULTS</b> - Complete Action Plan and local implementation pact (optional).</p>			
<p><b>M6 - Community celebration of the plans ahead</b></p> <p><b>OBJECTIVES</b> - Build professional and social bonds going beyond work during workshops.</p> <p><b>RESULTS</b> - String local ecosystem of stakeholders.</p>			

As mentioned before, this workshop is a bit less flexible than the LWS2. However, it is possible to combine or merge different exercises. For example, Walt Disney Method from module 2 could be part of module 3 or module 5. At the same time, module 4 offering an overview of various financing tools can be attached to module 1 as another keynote speech. You may also change the timeframe for each module if this will better correspond with the local needs.

Possible workshop programmes (in person):

Example 1

<b>M1 - Introduction</b> (80-90 min, plenary)	<b>M2 - Reflection: let's take a look at our strategic actions</b> (90 min, mid-size group) + <b>M3 - Reality check</b> (190 min, mid-size group & plenary)	<b>M4 - Action Plans funding possibilities</b> (45 min, plenary)	<b>M5 - This is it: Action Plan final evaluation</b> (75 min, plenary and optionally mid-size groups)
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Example 2

<b>M1 - Introduction</b> (80-90 min, plenary) +	<b>M2 - Reflection: let's take a look at our strategic actions</b> (90 min, mid-size group)	<b>M5 - This is it: Action Plan final evaluation</b> (75 min, plenary and optionally mid-size groups)	<b>M6 - Community celebration of the plans ahead</b>
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<b>M4 - Action Plans funding possibilities</b> (45 min, plenary)	min, mid-size group) + <b>M3 - Reality check</b> (190 min, mid-size group & plenary)	optionally mid-size groups)	
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Example 3

<b>M1 - Introduction</b> (80-90 min, plenary)	<b>M2 - Reflection: let's take a look at our strategic actions</b> (90 min, mid-size group) + <b>M3 - Reality check</b> (190 min, mid-size group & plenary) + <b>M5 - This is it: Action Plan final evaluation</b> (75 min, plenary and optionally mid-size groups)	<b>M4 - Action Plans funding possibilities</b> (45 min, plenary)	<b>M6 - Community celebration of the plans ahead</b>
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## Module 1. Introduction (80-90 min)

**KEY QUESTION: Where are we now and what do we want to achieve by the end of this workshop?**

*Method: Plenary presentation and keynote speech(es)*

No fancy methods are needed for this module. It is composed of two presentation types: one from a PHS staff member to ensure that all participants are aware of the progress made in previous workshops so that they can complete the Action Plan in later modules.

The other one-two presentations are from keynote(s). One keynote speaker is encouraged to highlight the possible links and synergies between Be.CULTOUR's local Action Plan and other local/regional strategies. This linkage ensures the relevance, effectiveness and long-term sustainability of the Action Plan. Be careful not to repeat issues or questions that have been sufficiently answered or covered in previous workshops.

If not already highlighted in this speech, another speaker should present on the importance and potential for including diverse and especially underprivileged groups in cultural tourism initiatives. If possible, this speaker should come from a local NGO working on diversity and inclusion, or from

a group that is typically excluded from these types of projects (e.g. children, youth, migrants...). Be bold here and reinvent the meaning of “keynote speaker”!



## Preparation

1. Invite keynote speakers and brief them on the project and the desired focus for their talk (see box above). Share the current version of the Action Plan with them and encourage them to consider its specificities in their speech.
2. Prepare a presentation to be delivered by a PHS staff member regarding (1) Action Plan status (including which innovative solutions are proceeding to the Hackathon), (2) Setting expectations for workshop outcomes by presenting the final Action Plan Template and (3) General information for how this Action Plan will be used in the future. The Project Presentation [\[LINK\]](#) and Project Presentation Script [\[LINK\]](#) can be used if there are many new participants.
3. Print a copy of the completed Worksheet 7 “Our Action Plan” from LWS2 for each participant. Also print a large copy or project it on a wall for all to see while seated in plenary. *Do the same* for the final Action Plan Template so that participants can see what the final workshop outcome should be.
4. Optional: Print and display Future Newspapers that were produced at the end of LWS2 for participants to view when they enter the room or on coffee breaks. You can also make a gallery with pictures from LWS1 and LWS2.

## Tools

- Projector
- Printed materials from Preparation step 3 and 4

## Implementation

Step	Time	Facilitator + Keynote speaker(s)	Participants
1	30 min	Facilitator gives introductory presentation (outlined in preparation step 2)	n/a

2	10 min	Facilitator answers any clarification questions.	May ask questions.
3	30-40 min	Keynote speaker(s) deliver their talk. If there are two, they should last 20 minutes each.	n/a
4	10 min	Facilitator guides a Q and A	May ask questions.

## Reporting

If relevant to your Action Plan, use your M1 Reporting Form to summarise (in English) important points from the presentations.

Feel free to save presentation slides and any pictures/screenshots in your PHS Module 1 Reporting Folder.

Reporting form and Reporting folders are in your LWS3 Pilot file ([LINK](#)).

## Online adaptation

Other than recommended shorter presentation times, little adaptation is needed. Presentations are made using “share screen” and Q&A occur in virtual plenary. Tech host can “spotlight” the speaker so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications. Note that online attention spans are shorter and a short break may be needed between presentations.

Step	Time	Facilitator + Keynote speaker(s) + Conversation assistant	Participants
1	20 min	Facilitator gives introductory presentation (outlined in preparation step 2)	n/a
2	10 min	Facilitator answers any clarification questions. Conversation assistant raises any questions from the chat.	May ask questions in chat or verbally.
3	20 min	Keynote speaker(s) deliver their talk. If there are two, they should last 20 minutes each.	n/a
4	10 min	Facilitator guides a Q and A. Conversation assistant raises any questions from the chat.	May ask questions in chat or verbally.



## Module 2. Reflection - let's take a look at our strategic actions (90 min)

**KEY QUESTION:** *Which of the ideas so far may be part of the Action Plan? Do we see any risks and mistakes?*

*Method: Walt Disney Method*

The Walt Disney method is a creativity technique based on the concept of role play. Its purpose is to assess the feasibility of projects and plans. During the exercise the problem will be analysed from different points of view: dreamer, realist and critic.

The exercise involves moving from one role to the next. It can be cyclical and be repeated several times in order to identify all the weaknesses of our idea (in this case don't forget to plan more time for this module). Depending on the results of the previous workshops, the exercise may cover entire areas of desired change (strategic actions) or particular activities (sub-actions/innovative solutions). We recommend building groups of 10 participants, but you can also divide the group into several smaller teams that will analyse different problems.

The group will go through three phases of 15 minutes each. It is important that each team member finds himself/herself in the assigned role and is able to emotionally empathise with the role. This should not be difficult since the roles are like archetypes, known from fairy tales. However, it is worth paying attention not to move on to the next roles too quickly. It may be helpful between consecutive phases to refer to famous fairy tales or local legends to better illustrate the different roles.

**The Dreamer** - Playing this role, we assume that anything is possible. We do not care about any restrictions, our plans and ideas from previous workshops can be implemented regardless of the costs, political situation and other obstacles. We use creativity and positive thoughts to the maximum extent. The dreamer sees no threats and problems, and assumes the perfect solution. This role is especially easy for visionary, creative people.

**The Realist** - In this step, we cool down our enthusiasm. It's time to approach the situation realistically. Cool calculation and a sober mind are required. We analyse which of the dreamer's ideas are realistically feasible - What resources are available? What costs are reasonable? How long will it take? How will we know that we have achieved our goal? The realist is a pragmatic person. This is also the right time to think about the number and take into account how big is our community, how many people will be involved and what we can afford with potential funding.

**The Critic** - Finally, we try to look at the idea, problem from the perspective of threats, risks and limitations. Critical questioning is necessary here. Take a closer look and try to find out: Where do ideas have their weaknesses? What else has been left out? What could go wrong or might negatively surprise us? The critic is a radical malcontent.

**IMPORTANT** - Analyse the results from LWS2 for this and next module in advance. Pay attention that it might make most sense to work on this module on specific **STRATEGIC ACTIONS. SUB-ACTIONS/INNOVATIVE SOLUTIONS** are building blocks of **ACTIONS**. Knowing actions your community

could work on more detailed sub-actions/innovative solutions in the next module. You may also merge this module with the next one if this will respond in the best way to your needs. In any case, try to follow the logical order of defining strategic actions and sub-actions/innovative solutions.



## Preparation

1. Have the results of your previous workshop at hand, preferably in the form of a completed Worksheet 7 (M7, LWS2 - “Our Action Plan”). Apart from a few printed copies, it is worth taking advantage of the projection and displaying a large, readable table.
2. Workshop venue organised in working places for small plenary sessions (10 participants). If in your case it makes sense to create smaller or larger groups, you can do so.
3. Think ahead how to divide groups. Now the work is about concrete actions and steps. Take a look at the results of the previous workshop. You divide the group into challenge- driven teams (Worksheet 7, M7, LWS2).

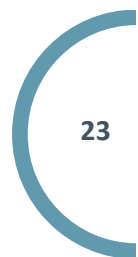
## Tools

- Walt Disney Method Worksheet (See your individual LWS3 PHS folder - [LINK](#))
- Action Plan template, preferably printed in big format or displayed (for the facilitators, not for the participants at this stage)
- Pens
- Sticky notes in three colours
- Flipchart for each group
- Projector
- printed material from Preparation step 1

## Implementation

Step	Time	Facilitator + Documenter	Participants
1	10 min	Facilitator introduces Module 2. Distribute	Seated in groups of 10 in a small

		one copy of the Worksheet “Walt Disney Method” to each group. Distribute pens, sticky notes and printed results from LWS2.	plenary.  <b>Each group has one particular strategic action assigned.</b> Depending on the results from LWS2 you can also ask the participants on a particular sub-action or innovative solution instead.
2	15 min	<p>Facilitator introduces the first role - <b>The Dreamer</b>. You can ask additional questions.</p> <p><i>What do you think must be in the Action Plan, regardless of costs and potential difficulties?</i></p> <p><i>How will our actions contribute to changing the world for the better?</i></p> <p>At the end of this phase Documenter puts all sticky notes on the Worksheet in the “Phase 1”.</p>	<p>Groups start by taking a closer look at the action (alternatively) sub-action/innovative solution) identified in LWS2. At this stage the participants are enthusiastic. Sky's the limit!</p> <p>The ideas and comments concerning chosen actions (sub-actions/innovative solutions) are written down on the sticky notes in one colour.</p>
3	15 min	<p>Facilitator introduces the second role - <b>The Realist</b>. You can ask additional questions.</p> <p><i>What could hinder us in implementing this action?</i></p> <p><i>Is this action/sub-action/innovative solution really innovative?</i></p> <p><i>Is this idea aligned with the other plans in our region?</i></p> <p>At the end of this phase Documenter puts all sticky notes on the Worksheet in the “Phase 2”.</p>	<p>The participants are less enthusiastic. They start to see possible problems and threats concerning particular action (sub-action/innovative solution).</p> <p>Sky is no longer the limit. There is more you need to think of. The participants keep their feet firmly in the ground.</p> <p>The ideas and comments concerning chosen actions or sub-actions/innovative solutions are written down on the sticky notes in one colour (different than in the previous phase).</p>
4	15 min	<p>Facilitator introduces the first role - <b>The Critic</b>.</p> <p><i>Where is the circular element in this action/sub-action/innovative solution?</i></p> <p><i>Would the results be sustainable?</i></p>	<p>The problems keep getting bigger. Participants are dissatisfied with the preliminary plans. The proposed action (sub-action/innovative solution) is</p>



		<p><i>Do members of our community and our partner have all needed skills and resources?</i></p> <p>At the end of this phase Documenter puts all sticky notes on the Worksheet in the “Phase 3”.</p>	<p>subject to critical analysis in terms of its sense and feasibility.</p> <p>The ideas and comments concerning chosen actions or sub-actions/innovative solutions are written down on the sticky notes in one colour (different that in the previous phase).</p>
5	10 min	Facilitator asks each group to reflect on the results of the discussion in each phase.	The final discussion round.
6	25 min	<p>Back to plenary.</p> <p>The whole community reflects on strategic actions (or sub-actions/innovative solutions) that are realistic and feasible in your PHS. Group the results, discuss the activities, and decide which strategic actions should be integrated in the final Action Plan. Check if all relevant stakeholders will be engaged. <b>Pay attention to the cultural heritage - is the potential of your local assets used?</b></p> <p>Facilitator writes ideas directly in the Action Plan Template (printed or digital).</p> <p>Documenter takes pictures of all materials. Please save them in the Module 2 reporting folder.</p>	Return to plenary.

## Reporting

Reporting form and Reporting folders are in your LWS3 Pilot file ([LINK](#)). As in the case of other modules in this workshop, the *key is to complete the Action Plan template during the workshop*. All visual materials are also highly appreciated.

## Online adaptation

### **Sample structure for online adaptation: 75 minutes**

**Make a copy** of the JAMBOARD ([LINK](#)) for your own online worksheets, do not edit this board directly.

Step	Time	Facilitator + tech host + documenter	Participants
1	5 min	<p>Facilitator welcomes participants in a virtual plenary and explains the activity. Take time to describe all three roles in this exercise. Please mention and show a document with the preliminary actions from the LWS2.</p> <p>To introduce the whole group to this exercise you may use pictures from well-known Disney movies showing archetypal characters or describe the roles with some local legends.</p>	In the plenary.
2	5 min	<p>Ask the group to focus on one action (eventually sub-action/innovative solution - based on the results from LWS2) per group. The participants should be really interested in this particular task.</p> <p>Tech host sorts participants into small breakout rooms (5-7 ppl).</p> <p>Tech host shares a link to JAMBOARD with the worksheet. One worksheet for each group (please make in advance as many copies as you need based on the number of registrations and results from LWS2).</p>	Starting work in smaller groups.
3	15 min	<p>Phase 1 - <b>The Dreamer</b></p> <p>Each group is supported by a tech host. Facilitator visits the groups.</p>	<p>Groups start by taking a closer look at the strategic action (sub-action/innovative solutions) idea identified in LWS2. At this stage the participants are enthusiastic. Sky's the limit!</p> <p>The ideas and comments concerning chosen actions or sub-actions/innovative solutions</p>

Step	Time	Facilitator + tech host + documenter	Participants
		<p>The tech host or the facilitator could support the discussion with additional questions:</p> <p><i>What do you think must be in the Action Plan, regardless of costs and potential difficulties?</i></p> <p><i>How will our actions contribute to changing the world for the better?</i></p>	are written down on the sticky notes in one colour on JAMBOARD.
4	15 min	<p>Phase 2 - <b>The Realist</b></p> <p>The tech host or the facilitator could support the discussion with additional questions:</p> <p><i>What could hinder us in implementing this action?</i></p> <p><i>Is this action/sub-action/innovative solution really innovative?</i></p> <p><i>Is this idea aligned with the other plans in our region?</i></p> <p>The ideas and comments concerning chosen actions or sub-actions/innovative solutions are written down on the sticky notes in one colour (different than in the previous phase).</p>	<p>The participants in breakout rooms are less enthusiastic. They start to see possible problems and threats concerning particular action/sub-action/innovative solutions.</p> <p>Sky is no longer the limit. There is more you need to think of. The participants keep their feet firmly in the ground.</p>
5	15 min	<p>Phase 3 - <b>The Critic</b></p>	<p>The problems keep getting bigger. Participants are dissatisfied with the preliminary plans. The proposed action (or sub-action/ innovative solution) is subject to critical analysis in</p>

Step	Time	Facilitator + tech host + documenter	Participants
		<p>The tech host or the facilitator could support the discussion with additional questions:</p> <p><i>Where is the circular element in this action/sub-action/ innovative solution?</i></p> <p><i>Would the results be sustainable?</i></p> <p><i>Do members of our community and our partner have all needed skills and resources?</i></p> <p>The ideas and comments concerning chosen actions or sub-actions/ innovative solutions are written down on the sticky notes in one colour (different than in the previous phase).</p>	terms of its sense and feasibility.
6	5 min	Facilitator asks each group to reflect on the results of the discussion in each phase and to come back to the plenary.	
7	15 min	<p>Facilitator groups the results and discusses the ideas. The whole community decides what should be integrated in the final Action Plan. Check if all relevant stakeholders will be engaged and if the plans are sustainable and circular. <b>Pay attention to the cultural heritage - is the potential of your local assets used?</b></p> <p>Documenter saves all files used in this exercise. Please save them in the Module 2 reporting folder. The results</p>	<p>Back to plenary</p> <p>The whole community reflects on actions/sub-actions/ innovative solutions that are realistic and feasible in your PHS.</p>

Step	Time	Facilitator + tech host + documenter	Participants
		should be included in the Action Plan template.	

### Module 3. Reality check (190 min with breaks /3 parts)

**KEY QUESTIONS: How will our strategic actions become a reality?**

**Do our ideas align with project objectives?**

*Method: Moderated discussions*

This module is a key step in the transition from making proposals and reflecting their feasibility to deciding which strategic actions, including sub-actions and innovative solutions will be included in your Action Plan.

While in the previous workshops it was important to jointly define the direction of development, now the actions of the local community and its stakeholders are becoming concrete. Tasks and responsibilities are divided, time frames are set, and key project indicators are checked. This module was designed as an iterative exercise - after the group work, the proposals are verified by all participants, and then once again in the group to improve the plans based on the comments received. The community will use the Action Plan template. Module 5 (**This is it - Action Plan final check!**) on finalising plans is a continuation of this module and will provide the opportunity for final decisions to be made by the entire group involved in the co-creation process.

**IMPORTANT** - Based on the results from LWS2 decide in which way you can combine M2 and M3 described in this toolkit. Ideally M3 should reflect what has been decided in M2. If the groups in M2



are focused on strategic actions, now you can go further and define sub-actions and innovative solutions. If in M2 both strategic actions and sub-action/innovative solutions have been analysed from the perspective of a dreamer, a realist and a critic, you need to think how to integrate them logically. Now it's also time to establish several indicators. We would recommend focusing on sub-actions/innovative solutions while doing that. Find out how this module best suits your needs. Adapt the toolkit and use the time for this workshop in an effective and satisfying way. You could also integrate the Walt Disney Method described in M2 in this part of the workshop.

WORKSHEETS - Depending on your needs you can use different worksheets for this module:

Worksheet 2 - **"Action Plan - final overview A"** - FOR STRATEGIC ACTIONS

Worksheet 3 - **"Action Plan - final overview B"** - FOR PARTICULAR SUB-ACTIONS OR INNOVATIVE SOLUTIONS

*You may change the worksheets if your understanding of actions, sub-actions, and innovative solutions is slightly different. However we encourage you to stick to the original idea to the maximum extent to guarantee consistency with Action Plans from other Be.CULTOUR' PHS.*

Overview of the individual parts. Each should take approximately 60 minutes.

#### *PART 1- working groups - RAISING AWARENESS ON OUR PLANS*

Each group focuses on their own strategic action (or sub-actions, innovative solutions). Crucial tasks:

- **define the range of strategic actions as areas of desired change**
- **define timeline for sub-actions/innovative solutions**
- **define the geographical scope of sub-actions/innovative solutions**
- **decide who is responsible and who is collaborating on sub-actions/innovative solutions**

#### *PART 2 - plenary - DISCUSSION*

Each group presents their sub-actions/innovative solutions within actions, then the group provides feedback based on the following questions:

- **inclusion/diversity check** - Have different groups been taken into account?

- **sustainability/circularity check** - Is this sustainable? Is this circular cultural tourism? Why do you think this action/sub-action/innovative solution will strengthen sustainability in the region or establish circular cultural tourism?
- **strategies in the region** - Is this idea compatible with other strategies in the region?
- **innovation check** - Is this idea an innovative, fresh way of addressing challenges? Why do you think so? What is innovative in this particular action/sub-action/innovative solution?

### *PART 3 - working groups - FINAL DEFINITION*

Working groups integrate changes directly into the Action Plan template based on the plenary discussions. The community develops concrete indicators for success, defines resources and timeline. These worksheets are posted visibly on a wall/flip chart for reference in module 5.



## Preparation

1. Have the results of your previous workshop and M2 at hand, preferably in the form of a completed Worksheet 7 (M7, LWS2 - "Our Action Plan") and Worksheet 1 (M2, LWS3 - "Reflection - let's take a look at our strategic actions").
2. Workshop venue organised in working places for group work (+/- 10 participants) and for plenary.
3. Think ahead how to divide groups. The participants should work on final actions, sub-action, innovative solutions and define concrete indicators. They must identify with the particular activities.

## Tools

- printed Worksheet 2 "Action Plan - final overview A" and Worksheet 3 "Action Plan - final overview B"\* (See your individual LWS3 PHS folder - [LINK](#))
- pens

- sticky notes

\* make as many copies as needed and try to use environmentally friendly paper, in M6 you will find an idea what to do with the left copies

## Implementation

Step	Timeframe	Facilitator	Participants
0	10 min	Facilitator introduces Module 3 and describes all three parts. Divide the whole community in smaller groups. The members of each team should have common interest in one particular action or sub-action/innovative solution. While dividing the group, make sure this module will deepen the previous work in M2. Distribute several copies of the Worksheet 2 “Action Plan - final overview A” and Worksheet 3 “Action Plan - final overview B” to the group depending on their focus in this module. Distribute pens, sticky notes and printed results from LWS2, especially from M7 (LWS2, Our Action Plan) and from M2 from LWS3.	Seated in groups of 10 in a small plenary.  Each participant decides in which group he/she would like to work on a particular action or sub-action/innovative solution.
PART 1	60 min	The facilitator asks each group to make a thorough analysis based on the action/sub-action or	Each group reflects on the chosen action/sub-action/innovative solutions and takes into account



		innovative solutions chosen by them.	<p>which challenges and assets and target group it is connected with. The timeline is defined and the responsibility is shared among the team members. Each group uses in this part the results from LWS2 and from M2/LWS3.</p> <p><u>For the next part, each group should choose one presenter and one documenter.</u></p>
<b>PART 2</b>	60 min	<p>Back to plenary. Facilitator asks each group to present shortly the action/sub-action/innovative solution to all participants. Depending on the number of the groups the flow of this part needs to be adapted. Please plan app. 5 min for presentation of each idea and 10 min for discussion.</p>	<p>The presenter describes ideas to the whole group.</p> <p>The whole community is asked to provide feedback focusing on the key elements of the Be.CULTOUR project. The list of possible questions (to be distributed or projected):</p> <p><i>What is the role of our cultural heritage?</i></p> <p><i>Have we not forgotten anyone?</i></p> <p><i>Do we understand the complexity of the local community and visitors?</i></p> <p><i>Does this synergise with other local strategies/policies?</i></p> <p><i>Is this idea an innovative, fresh way of addressing challenges?</i></p>

			<p><i>Is this sustainable? Is this circular cultural tourism?</i></p> <p>Documenter makes notes on the feedback.</p>
<b>PART 3</b>	60 min	<p>Facilitator asks the participants to go back to the original groups.</p> <p>Facilitator supports each group in the detailed work. Make sure the participants don't forget any important element (a.o. assets, target groups, indicators for success).</p>	<p>Back to the smaller groups. Each group analyses the feedback provided and makes changes. The works continue on the Worksheet 2 or Worksheet 3. Use sticky-notes for additional comments or changes. You may also take new, empty copies of the worksheets if you need more space.</p> <p><b>At the end each group should have one worksheet summarising the particular action or sub-action/innovative solution.</b></p>
<b>End of the module</b>		<p>Facilitator closes the module and announces that the work will be continued in module 5.</p> <p>The documenter collects all worksheets and makes photos.</p> <p>The individual worksheets are posted visibly on a wall or flipchart paper, so that they can be referenced in module 5.</p>	

## Reporting

The main result of this module is the partially-completed Action Plan template. Photos can be uploaded in your Pilot File ([LINK](#)).

## Online adaptation (150 min)

Due to the fact that this module consists of three parts, it can be demanding in the case of online implementation. We recommend shortening the individual parts and the breaks between them.

Minor adaptations are also necessary to maintain the interactive nature of the collaboration.

**Make a copy** of the JAMBOARD ([LINK](#)) for your own online worksheets, do not edit this board directly.

Step	Time	Facilitator + tech host + documenter	Participants
1	10 min	<p>Facilitator introduces Module 3 and describes all parts.</p> <p>Tech host divides the participants in smaller groups. The members of each team should have common interest in one particular action or sub-action/innovative solution. While dividing the group, make sure this module will deepen the previous work in M2. Tech host shares Worksheet 2 “Action Plan - final overview A” and Worksheet 3 “Action Plan - final overview B” (See your individual LWS3 PHS folder - <a href="#">LINK</a>), depending on the focus of each group in this module. Additionally share a link to a JAMBOARD dedicated to each group.</p>	



		Facilitator shares files with results from LWS2, especially from M7 (LWS2, Our Action Plan) and from M2 from LWS3.	
2	45 min	Facilitator asks each group to make a thorough analysis based on the action/sub-action or innovative solutions chosen by them.	<p>Each group reflects on the chosen action or sub-action/innovative solutions. The timeline is defined and the responsibility is shared among the team members. Each group uses in this part the results from LWS2 and from M2/LWS3.</p> <p><u>For the next part, each group should choose one presenter and one documenter.</u></p>
3	45 min	Back to plenary. Facilitator asks each group to present shortly the action or sub-action/innovative solution to all participants. Depending on the number of the groups the flow of this part needs to be adapted. Please plan app. 5 min for presentation of each idea and 10 min for discussion.	<p>The presenter describes ideas to the whole group.</p> <p>The whole community is asked to provide feedback focusing on the key elements of the Be.CULTOUR project. The list of possible questions:</p> <p><i>What is the role of our cultural heritage?</i></p> <p><i>Have we not forgotten anyone?</i></p>

			<p><i>Do we understand the complexity of the local community and visitors?</i></p> <p><i>Does this synergise with other local strategies/policies?</i></p> <p><i>Is this idea an innovative, fresh way of addressing challenges?</i></p> <p><i>Is this sustainable? Is this circular cultural tourism?</i></p> <p>Documenter makes notes on the feedback (on JAMBOARD).</p>
4	45 min	<p>Facilitator asks the participants to go back to the original groups.</p> <p>Facilitator supports each group in the detailed work. Make sure the participants don't forget any important element (a.o. assets, target groups, indicators for success).</p>	<p>Back to break out rooms. Each group analyses the feedback provided and makes changes. The works continue on the Worksheet 2 or Worksheet 3. Use your JAMBOARD for additional notes.</p> <p><b>At the end each group should have one worksheet summarising the particular action or sub-action/innovative solution.</b></p>
5	5 min	Facilitator closes the module and announces that the work will be continued in module 5.	



		The documenter downloads and saves all worksheets (such that they can be edited again in module 5 - e.g. not downloaded as a PDF) and makes screenshots.	
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## Module 4. Action Plan funding possibilities (45 min)

### *KEY QUESTION: How can our sub-actions and innovative solutions be financed?*

*Method: Presentation*

After several highly interactive modules, participants can sit back and relax while they listen to a presentation on funding possibilities for circular cultural tourism in their region.

The presentation should be based on findings from D2.4 – Scouting of funding alternatives to support sustainable cultural tourism Action Plans in pilot regions (v1). Use the information provided by Iniciativa during the training before LWS3 [\[LINK\]](#). You can translate the presentation into your national language. You may also invite additional speakers from regional managing authorities administering the European Structural Investment Fund.

Please remember that at this stage we can not provide exact funding opportunities for every single action or sub-action. This process will however continue once the Action Plans in all PHS are ready. The project consortium will help you to scout for funding opportunities knowing what you need.

You can also use this module to let the participants think more concretely about the estimated budget you will need. The details could be discussed in module 5.



## Preparation

1. Translate the presentation provided by Iniciativa.
2. Invite additional speakers from your territory.

## Tools

- Projector
- Pen and paper for participants to take notes, if requested
- Flipchart paper and markers (optional)

## Implementation

Step	Timeframe	Facilitator + External Speaker + Documenter	Participants
1	1 min	Optional: If there is an external presenter, the facilitator should introduce them.	n/a
2	30 min	Facilitator or external speaker gives the presentation provided in Preparation step 1.	n/a
3	15 min	Facilitator guides a Q&A with participants. If desired, they (or the documenter) write down common questions/themes on the flipchart paper (for reference in the next module).	May ask questions.

## Reporting

If relevant to your Action Plan, use your M4 Reporting Form to summarise (in English) important points from the presentations and Q&A.

Save presentation slides and any pictures/screenshots in your PHS Module 4 Reporting Folder.

Reporting form and Reporting folders are in your LWS3 Pilot file ([LINK](#)).

## Online adaptation

Little adaptation is needed. Presentations are made using “share screen” and Q&A occur in virtual plenary. The tech host can “spotlight” the speaker so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications. Note that online attention spans are shorter and a short break may be needed between presentations.

## Module 5. This is it: Action Plan final evaluation (75 min)

**KEY QUESTIONS: Is our Action Plan complete? Do the strategic actions and sub-actions / innovative solutions fit together? Is it S.M.A.R.T.?**

This module is the last chance to review and complete the Action Plan as a group. Of course, it is possible to brush it up afterwards, but true co-creation means that the plan is mostly developed and agreed-upon by the collective group of participants. Therefore try to come as close as possible to completing a final version *during* the workshop.

This module has two main aims: First, to add more concrete ideas for how sub-actions or innovative solutions will be financed, based on the insights from Module 4. Second, to conduct a final check of the Action Plan. Optionally, participants can be encouraged to sign the Local Pact ([LINK](#)) to commit to the Action Plan's implementation.

One suggested way to conduct a final check of the Action Plan is to ask if each strategic action and its sub-actions and innovative solutions are S.M.A.R.T. :

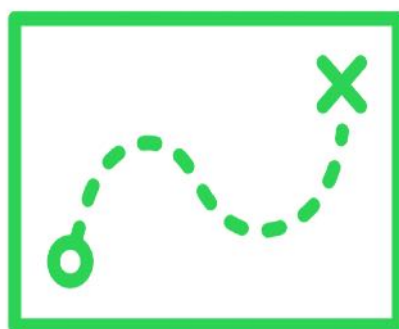
**Specific** - narrow, not too broad, think about linking assets with challenges. *What assets you are going to use here, what challenge will be addressed?*

**Measurable** - able to prove that you are making progress. *You have already talked about the indicators, reflect and define them here again.*

**Attainable** - reasonable to accomplish within the given time frame. *Do you know what steps you need to make within the actions/sub-actions in order to reach the goal?*

**Relevant** - to your overall goals and objectives. *Make the final decision if the action, sub-action/innovative solution will contribute to establishing circular, cultural tourism in your region. If not - make required changes.*

**Time-based (and Territory-based)** - realistic yet ambitious milestones and end-date in your region. Define the time frame of your action/sub-action or innovative solution. When are you going to start and when will you be ready? You can also reflect T as territory - where exactly will the action/sub-action take place?



## Preparation

1. Ensure that the final Action Plan document that has been filled out during the workshop (e.g. during module 3) is displayed visibly either on a wall or on a projector (if participants have been filling it out online).
2. If not done already, look at the [CLIC](#) examples of local action plans for inspiration.

3. Prepare several copies of the Worksheet 4 - Our Action Plan is SMART (Located in your Pilot Files [LINK](#)) or have it displayed on the wall.
4. Workshop venue organised for plenary session.

## Tools

- Markers
- Projector or large-printed Action Plan template (completed from previous modules)

## Implementation

Step	Timeframe	Facilitator + Documenter	Participants
1	5 min	Facilitator explains the main goals of the final module.	Remain in plenary, but participants are seated together with their original groups from module 3.
2	15 min	<i>Combining actions with sub-actions/ innovative solutions.</i> Facilitator presents an overview of the current Action Plan which has been developed through the previous modules (either in an online document or a large-printed copy).	The community reflects on logic between action and sub-action and innovative solutions. Decisions are made about the structure of the plan.
2	20 min	<i>Adding concrete financing ideas for sub-actions or innovative solutions:</i> The facilitator reviews each sub-action with the group and writes down (directly on the Action Plan) the proposed financial resources needed for each item.	Propose concrete financial resources.  *It may happen that to find the best financial tools, the Be.CULTOUR project consortium needs to know strategic actions and sub-actions first. Make the community aware that this process will be an important part of the second half of the project.

3	35 min	<p>The facilitator guides a final check of the completed Action Plan, using the Be.CULTOUR S.M.A.R.T. criteria. Make sure that your Action Plan answers Be.CULTOUR objectives and the starting point for the innovations is CULTURAL HERITAGE.</p> <p>Finally, participants are invited to physically sign the Local Pact Template to the Action Plan to show their dedication to implementing it together. This is a type of Local Pact. Facilitator explains that this is not mandatory. The template is added at the end of this toolkit as an appendix. You can also find it <a href="#">here</a>.</p>	Provide input on the final Action Plan in plenary. Sign the final document as a type of Local Pact (optional).
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## Reporting

If relevant to your Action Plan, use your M5 Reporting Form to summarise (in English) important points from the group discussions - especially those which were not already recorded on the Action Plan itself.

Save any pictures/screenshots in your PHS Module 5 Reporting Folder.

Reporting form and Reporting folders are in your LWS3 Pilot file ([LINK](#)).

## Online adaptation

Step	Timeframe	Facilitator + Documenter	Participants
1	5 min	Facilitator explains the main goals of the final module.	
2	15 min	<p><i>Combining actions with sub-actions/ innovative solutions.</i></p> <p>Facilitator shares their screen to present an overview of the current Action Plan which has been developed through the previous modules (e.g. the filled in worksheets from module 3 - <a href="#">LINK</a>)</p> <p>As participants give input on the Action Plan, the documenter directly edits the</p>	The community reflects on logic between action and sub-action and innovative solutions. Decisions are made about the structure of the plan.

		module 3 worksheets while sharing their screen.	
3	20 min	<i>Adding concrete financing ideas for sub-actions or innovative solutions:</i> The facilitator reviews each sub-action with the group and the documenter writes down (directly on the Action Plan worksheets from module 3) the proposed financial resources needed for each item.	Propose concrete financial resources.
4	20 min	The facilitator guides a final check of the completed Action Plan, using the S.M.A.R.T. criteria. You can display the criteria on the JAMBOARD ( <a href="#">LINK</a> ) and check step by step if the actions are S.M.A.R.T.  Finally, participants are invited to digitally sign (put the names on) the Local Pact Template ( <a href="#">LINK</a> ) to the Action Plan to show their dedication to implementing it together. This is a type of Local Pact. Facilitator explains that this is not mandatory.	Provide input on the final Action Plan in plenary. Sign the final document as a type of Local Pact (optional).

## Module 6. Community celebration of the plans ahead (whole afternoon or evening)

**KEY QUESTION? Now we have reached an important milestone. Let us enjoy it together!**

The end of a series of intense co-creation workshops is cause for celebration. Show the local community that you appreciate their contribution and you care about building a lasting bond, based not only on discussing strategic, sustainable development, but also trust and open communication.

Invite your colleagues, stakeholders and other friends from the ecosystem around your cultural heritage to lunch or dinner. You have achieved an important milestone. Enjoy it together! You can prepare an infographic summarising the joint work, make an exhibition of photos from all workshops, and recall the earliest ideas for actions that you discussed a few months ago. You can also use this opportunity to inform media and online audiences about your achievement:

- Write a press release sharing the unique milestone your community is celebrating. Send it to newspapers, magazines, radio stations, and TV stations. Invite the media to attend your

milestone celebration. You can also give an interview about the actions you are planning and about the Hackathon.

- Write a series of blog and social media posts about this celebration, your milestone - Action Plan to be implemented in the second half of the project and beyond. Share your milestone in your email newsletter and create a landing page describing actions on your website. Make everyone curious about the plan. Use also this opportunity to describe what will happen next and how your region will still benefit from Be.CULTOUR\*.

\*you don't need to share all information at the same time. Plan your communication approach according to your needs.



## Implementation - some ideas for community celebration

Here you will find a list of a few suggestions on how to spend time together during, enjoying the unique *genius loci*, the magic of local cultural and natural heritage, and finding a moment of forgetfulness thanks to local cuisine.

→ Do you remember the exercises in module 3 where we asked you to make many copies of Worksheet 2 “Action Plan - final overview A” and Worksheet 3 “Action Plan - final overview B”? Now the ideas are noted in your final document and you could use all the remaining papers. Find in your PHS and invite an Origami artist and ask him/her to make a super quick workshop with the participants or just to make some origami pieces. Now the paper is not garbage any more. Congratulations! You have closed a loop!

→ If your participants (and you!) are tired of long work, you can suggest very simple physical and relaxation exercises. Perhaps, as part of the dinner at the end of the workshop, you will invite a specialist offering laughing yoga exercises or short mindfulness sessions.

→ We started in the winter with the workshops, but now it's time to make advantage of the summer. Maybe you can host an outdoor dinner at your Pilot Heritage Site or in a forest nearby? Think about “sensorial heritage experience” your community could test.

→ Discover the night! If you are planning the final dinner in the evening you may invite an expert from the local sky observatory to explain to the community the beauty of what's above your head.

Raise awareness on how the sky pollution disrupts wildlife, impacts our health, and contributes to climate change and to the waste of energy. Psst! This module should not be the next working session...

→ Together with local artists and artisans you may prepare small yet meaningful gifts for the participants. For example illustrating the „closed loops” in circular tourism (take a look for inspirations at the report after LWS2, Module 4, Closing loops in cultural tourism and beyond).

## Reporting

The documenter takes photos and saves them in the reporting folder in your LWS3 Pilot file ([LINK](#)).

## Online adaptation

If you don't have the opportunity to meet in person, some form of online interaction that goes beyond the work on the Action Plan is worth using. You will find some tips here. The general idea is to give participants the opportunity to spend time together. Without specific tasks or questions. This should be an opportunity for informal interaction. Regardless of the selected "extras" we have listed below, plan 45-60 minutes at ZOOM.

**Gather Town** - you can use the free trial of this tool to have an enjoyable community experience around fully customizable online spaces. Take a [look](#)!

**Chopped** - send the participants boxes of mystery ingredients, and ask them to wait until this last module to open the packages. Give the participants 15-20 minutes to assemble the dishes. All should have cameras on while cooking. The host may ask questions or provide running commentary. Once everyone is ready, all final dishes are presented (and eaten).

**Online cooking school** - invite a chef from a good local restaurant to present some innovative recipes. Ideally, they should refer to a new approach to the local cuisine. By the way, you can ask the invited guest about the practices of not wasting food. You can also send participants the boxes of ingredients that you will use or a list of them in advance.



**Non-humans in human centred workshops** - Ask the participants to show to the camera and introduce their pets that also took part in the workshop. Take this as an opportunity to interact. You can for example ask the participants to create a Spotify playlist for humans and their pets with local and world music.

**Auto draw** - Have some fun with this [AI based visual tool](#). If you want to make reference to your Action Plan, ask participants to draw one chosen action or one asset that the action is linked to in the auto draw mode. Then ask them to choose a picture suggested by the software and save it. Then ask the participants to show their picture to the rest. At the end, you can create a gallery of all your associations.

## LWS3 Reporting

Reporting from LWS3 should be focused on building your Action Plan (see Action Plan template – in [your folder](#)). Furthermore, photos are optional (unless stated otherwise) but encouraged! Save them in your PHS LWS3 Module folders like last time.

Reporting form and Reporting folders are in your LWS3 Pilot file ([LINK](#)). Please use the reporting form concerning particular modules if the information supports your final Action Plan and helps you to organise the results.

## Glossary

Take a look at the Toolkit for [LWS1](#).

All images in this toolkit, including worksheets were created with help of AutoDraw <https://www.autodraw.com/>. Free licence: Attribution 4.0 International (CC BY 4.0). Human-centered design is visual. Maybe you would like to draw with the participants too?

## Annexes

Worksheets (PPT- [LINK](#))

Worksheets - online adaptation (PDF - [LINK](#)/JAMBOARD - [LINK](#))

Local Pact template - find it below

Action Plan template (personalised for each PHS) - find your own template here [LINK](#)

A Local Pact for [insert your PHS name here]

Expression of interest to continue cooperating in the Be.CULTOUR project to implement the Action Plan

*We, the undersigned, will strive to fulfil the responsibilities and collaborations as outlined in the local Action Plan. We understand that this is not binding, however we agree that collective commitment is essential to developing our region through circular cultural tourism.*

Add your name and organisation into a box:

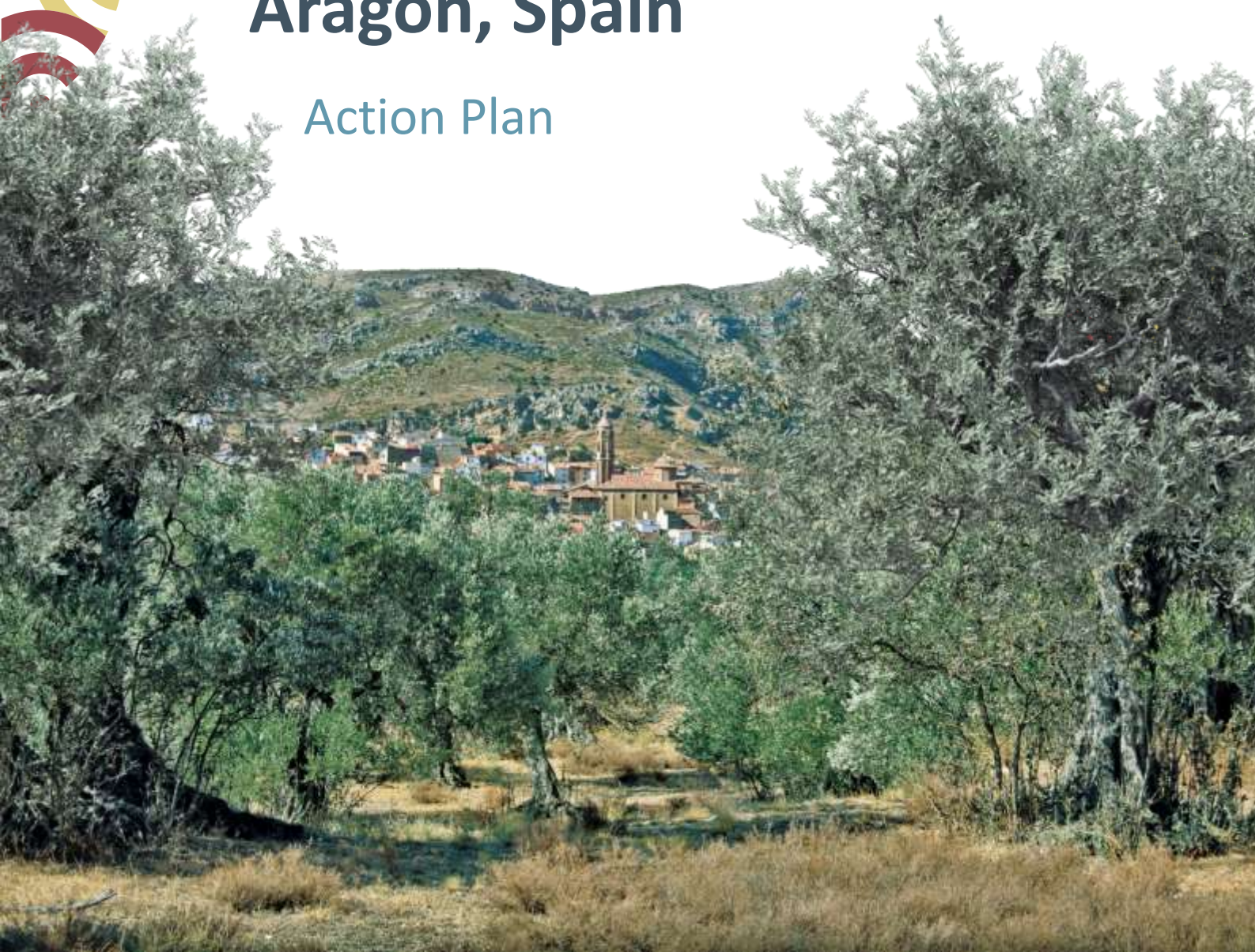





**Be.CULTOUR**  
Beyond cultural tourism

# Aragon, Spain

## Action Plan



**Be.CULTOUR** Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



BeCultour

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action:

IA (Innovation action)



## PREFACE

To develop the Action Plan of the Be. Cultour Project in the Cultural Park of the Martín River, three local meetings were necessary, which took place in November 2021, March 2022 and May 2022, with the participation of more than 30 agents.

In each of the local workshops, work has been carried out with different objectives, from the general to the concrete, to create an Action Plan.

The first local workshop focused on sustainability, the journey in experiences and coordination with the different local actors who searched for the hidden assets of the territory, defining the potential of the region, divided into four pillars:

- Nature (biodiversity, starlight, rare species),
- History and heritage (Jewish heritage, legends),
- Agri-food (dried tomatoes, beans, traditional sweets),
- Crafts and raw materials (mushrooms, jewellery, medicinal plants, stones and bones decorated with rock art).

The challenges identified in LWS1 were:

1. Depopulation: People are leaving the region and moving to the cities. The local government does not have a clear plan for brain gain and dialogue with young people.
2. Lack of awareness of the region's potential: The attractiveness of various destinations is not evident. So far, tourism policy has focused on encouraging short stays. Changing the orientation towards sustainable tourism requires a holistic approach and a joint effort.
3. Involvement of residents, cooperation: A community approach is missing. Organisations related to culture and the arts operate separately; this also applies to producers of local products who, for example, do not cooperate with potential distributors of their products.



The second local workshop reflected on the challenges identified in taking the first steps in devising the Action Plan. For each of the three challenges, groups identified the actions and sub-actions that could address each. This intense work made it possible to reflect on the changes needed to move from linear to circular tourism, to time the actions (short and long term) and identify the products/services that would contribute to solving the challenge.

As a result of this workshop, eight proposals for actions were identified and discussed at the last local workshop, resulting in the Action Plan below, consisting of three actions.



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## Abbreviations

ATADI	Teruel Association of Associations of People with Intellectual Disabilities
DPT	Provincial Council of Teruel
LAAAB	Aragon Open [Government] Laboratory
LWS1/LWS2/LWS3	Local Workshop 1/2/3
SDG	Sustainable Development Goals
UNESCO	United Nations Educational Scientific and Cultural Organisation

## What makes us unique? Introduction and context.

### Pilot Heritage Site – short characteristic

The Cultural Park of the Río Martín (Martin River) has a total surface area of 252.88 km<sup>2</sup> and includes eight municipalities belonging to three different regions of Teruel: the region of the Cuencas Mineras (Montalbán and its hamlet Peñarroyas, Torre de las Arcas, Obón and Alcaine), the region of Andorra-Sierra de Arcos (Alacón, Oliete and Ariño) and the region of Bajo Martín (Albalate del Arzobispo).

The Association of the Cultural Park of the Martín River was created with the support of local and socio-cultural entities in 1995. The association aims to promote its definitive creation. In 1997, the Law of Cultural Parks of Aragon was developed. The Cultural Park stands out for its natural, geological and architectural heritage, gastronomy, language and folklore. It is especially remarkable for the rock art hidden in its canyons and ravines, which forms part of the Rock Art of the Mediterranean Basin in the Iberian Peninsula, declared a UNESCO World Heritage Site in 1998.



## Tangible and intangible cultural heritage – including visitor hot-spots

As detailed below, there are 14 tangible and intangible cultural heritage resources in the Cultural Park of the Río Martín.

### 1. Rock Art of the Mediterranean Basin (tangible cultural heritage)

In 1998 the Rock Art of the Mediterranean Basin was declared a World Heritage Site. In the Cultural Park, there are 24 rock shelters with this declaration. The cave paintings in the Río Martín Cultural Park date from the Epipalaeolithic and Late Bronze Ages. The cave paintings in the Cultural Park of the Río Martín date from the Epipalaeolithic and Late Bronze Age, from approximately 6000 BC to 1000 BC.

A few examples:

- “El Covacho de la Tía Mona” is formed by seven archers chasing a goat.
- “El Frontón de los Cápridos”, made up of 43 figures. The most outstanding figure is a naturalistic deer.
- “Los Estrechos I” comprises 85 figures in red and black, Levantine and schematic. It has three zones, the third one being the most important with 77 figures where equids, bovinds, human figures, and lines predominate.
- “Los Estrechos II” is made up of 14 figures in red grouped in three panels, one of which is further away. The figure of a hind in a naturalistic style stands out.
- The route of the Straits gives access to the site of Los Chaparros. On the site, there are 115 figures from different periods. Archers and pregnant women stand out.
- “El Recodo de Los Chaparros” has entirely schematic paintings, separated stylistically and chronologically.

The “Antonio Beltrán” Cave Art Interpretation Centre in Ariño displays these manifestations in a photographic exhibition and life-size tracings of almost all the paintings in the “Cultural Park”.

### 2. Iberian site (tangible cultural heritage)

Iberian settlements are outstanding throughout the province of Teruel, and in the Cultural Park of the Río Martín, we find some examples in Oliete and Albalate del Arzobispo. However, the



most outstanding are "El Palomar" and "El Cabezo de San Pedro" in Oliete, which form an Iberian route of great tourist interest.

### 3. Mudéjar art in Aragon (tangible cultural heritage)

Mudéjar Art is a genuine manifestation of the Hispanic kingdoms' Muslim, Christian, and Jewish cultures. The Islamic heritage blends intimately with Western architecture as a lesson of coexistence and mutual learning. In Aragon, it developed between the 12th and 17th centuries. UNESCO World Heritage Site (declared in 2001). Mudéjar monuments use brick and glazed ceramics, especially in the bell towers.

The following monuments stand out in the "Cultural Park":

- The church of Santiago in Montalbán is one of the monuments of Aragonese Mudéjar art of most significant typological interest, along with the church of San Pedro in Teruel. The Order of St. James built the church during the 13th and 14th centuries, dedicated to St. Mary and the Apostle St. James the Greater. Two distinct phases can be distinguished in its construction, differentiated by the style and material used.
- Although the Church of the Assumption of Our Lady of Obón dates from the 17th century and is Baroque in style, it has a Mudéjar tower. It is made of brick, has a square floor plan, is considered laminar, and dates from the 15th century. It is one of the few examples of a Mudéjar tower in this part of the province of Teruel. The church has been recently restored, hence its whitish colour.
- In Albalate del Arzobispo, in the Church of La Asunción, built in Gothic style between 1581 and 1589, the tower was restored in 1998.
- In Alcaine, the Church of Santa María La Mayor (17th-18th centuries) stands out with its spectacular Baroque altarpiece and unique bell tower in the Mudéjar tradition, typical of late Aragonese buildings.
- As in Alcaine, the Baroque church of La Asunción de Oliete, from the 17th century, has a bell tower built in the 18th century in the Mudéjar tradition.

### Resource 4: Mediaeval architecture (tangible cultural heritage)

The "Cultural Park of the Río Martín " also has a rich historical and artistic heritage, with outstanding buildings from the mediaeval period. The most important examples in the area are:

- The Tower of Los Moros de Alacón.

- The Castle of Alcaine.
- The Archbishop's Castle of Albalate del Arzobispo.
- The Montalbán Wall and the Torre de la Cárcel.
- The Castle of the Encomienda de Montalbán.

The Tower of Los Moros, or "Torre Vieja" of Alacón probably built to serve as a defense for this Muslim town, which also had a mosque and a palace. It formed part of the defensive enclosure. It has a square floor plan and is approximately 15m high. Its date of construction is unknown, although some studies date it to the 12th century. The tower was restored in 2008 and 2010 by experts.

The castle of Alcaine is a fortress of Muslim origin that served to guard the road that ran along with the Río Martín. The unique defensive system was composed of several towers (at least 7), built-in stone. In the 15th century, the castle was owned by private individuals.

The Archbishop's Castle of Albalate stands on a small plateau on a hill, an enclave where there was originally a Muslim fortress of which there are no remains. In 1149 Ramón Berenguer IV donated the town and castle of Albalate to the bishop of Zaragoza.

Its dual military and residential function conditioned the morphology of the castle. Due to its quality and conservation, it is considered one of the jewels of Aragonese Gothic architecture. The court belongs to the Town Council of Albalate, is used for civil and cultural events, and is open to tourist visits.

The building is made of ashlar and has a rectangular floor plan and two floors, with remains of sculptural decoration in some of the capitals. The castle also has an enclosed parade ground and a tower and walls that surround the enclosure.

Walls of Montalbán and Torre de la Cárcel: The town was surrounded by walls dating from the 14th century, although an earlier wall is possible.

Castle of the Encomienda, Montalbán: The castle is in the upper part of the town. Today only a few walls and the remains of three towers remain. The court was conquered by the Muslims and reconquered again. Jaime I, King of Aragon, also stayed there for some time. The castle was abandoned but was used again during the Carlist Wars in the 19th century and bombed.

### Resource 5: The art of dry-stone wall technique (traditional construction methods)

The construction technique of dry stone, dry stone, or dry architecture is a traditional technique whose main characteristic is the absence of mortar or any binder in the placement of the construction material, the unworked stone, and generally of reduced size and weight.

These constructions have different typologies:

- Boundary elements: enclosures for pastures, farms, boundaries, and corrals.
- Constructions for diverse and agricultural uses.
- Constructions linked to water: wells or ponds, drinking troughs, washing places.
- Other constructions: refrigerators, fridges.

This technique was passed down from generation to generation, orally and through informal apprenticeship. This technique dates back to the Late Bronze Age and has been widespread in Europe since the Late Middle Ages. In Aragon, it was practised until the middle of the 20th century, being an overall technique throughout the territory. However, it has since disappeared entirely in some areas for various reasons (change of economic model, depopulation, disappearance of productive activities, and ageing of the population that know the technique).

In 2018, UNESCO inscribed this technique on the Representative List of the Intangible Cultural Heritage of Humanity, including Cyprus, Greece, France, Croatia, Slovenia, Italy, Switzerland, and Spain.

The following sites stand out in the "Cultural Park":

- The threshing floors of Peñasroyas.
- Huts and mouths of wine cellars distributed between Alacón and Montalbán.

From Montalbán, a track leads to the area of Cantalobos, of great ethnological value, where there are a large number of constructions made with this technique, most of them shepherds' dwellings. These constructions were recovered and restored with a European program Culture 2000 "Parcours de Pierres" project through an employment workshop.

### Resource 6. Tamboradas (intangible heritage expressions)

The "tamboradas" are intense, prolonged, and rhythmic ritual peals of thousands of drums repeatedly beating, both day and night, in many public spaces in towns and cities.

Every year they contribute to creating a fascinating and emotionally charged atmosphere of sound, making a strong sense of collective identity and belonging.

The most experienced drumming groups transmit the corresponding practices and knowledge to the younger ones, communicating a strong sense of belonging and deep identification with this collective ritual. Thus, this social practice has long-standing and massive participation.

In 2018 it was declared Intangible Cultural Heritage by UNESCO. Albalate del Arzobispo, a village that makes up the "Cultural Park of the Río Martín", participated in this candidacy.

As well as in Albalate del Arzobispo, the "Tamboas" days in Ariño are also worth mentioning.

In the Interpretation Centre of Popular Culture (Albalate del Arzobispo), there is information about Easter, and you can find instruments used during these celebrations.

### **Resource 7. Mediterranean diet (Intangible heritage expressions)**

The Mediterranean Diet is knowledge, practical skills, and traditions related to agriculture, fishing, livestock, and cooking and consuming food. Eating together in Spain is the basis of cultural identity. It is a moment of exchange and social communication with the family and the community. It is related to values such as hospitality, intercultural dialogue, and creativity. The Mediterranean Diet is present in all festivities and everyday life and favours social cohesion. Women play a fundamental role in the transmission of knowledge related to the Mediterranean diet.

It was inscribed in 2013 on the Representative List of Intangible Cultural Heritage by UNESCO.

This area is very well known for its olive oil production and the wine, two of the leading products of the Mediterranean diet. Nowadays, we still have oil mills such as "La Sociedad" in Albalate del Arzobispo, known for its magnificent oil. In this context of promoting the Mediterranean diet and fighting against depopulation, the project "Apadrina un Olivo (Sponsor an Olive Tree)" was created in Oliete to recover the abandoned olive trees in this town and promote sustainable rural development.

### **Resource 8: Fauna and flora (Natural heritage)**

In the "Cultural Park," there is a great variety of protected species of fauna and flora. The climate, geomorphology, vegetation, and fauna are closely related. We can find two Interpretation Centres:

- Fauna Interpretation Centre (Alcaine): allows the visitor to learn about the varied fauna of the area. There are photographs, texts, recreations of animals, and even recordings of their sounds and pursuits of the place where they live in the Interpretation Centre. In addition, visitors can learn about the main ecosystems of the "Cultural Park."
- Flora Interpretation Centre (Torre de las Arcas): It has a botanical garden with examples of the flora of the "Cultural Park."

There are birds of all kinds, such as the peregrine falcon (*Falco peregrinus*) or the golden eagle (*Aquila chrysaetos*). Also, small reptiles, mammals, and bats (for example, in the Cueva of San Pedro). Other places of particular interest are:

- "Cola del embalse de Cueva Foradada" reservoir Foradada in Alcaine: breeding place for aquatic species. The great crested grebe (*Podiceps cristatus*), the mallard (*Anas platyrhynchos*), or the common teal (*Anas crecca*) stand out.
- Observatory of birds of prey at the Alacón vulture feeder.

As for the flora, there is an excellent contrast between the southern and northern areas of the Park. The southern zone has a colder and wetter environment (Montalbán-Torre de las Arcas, Obón, and Alcaine). There are natural groves such as the "Monte de Guardias" in Alcaine. In the northern area of the "Cultural Park" (Alacón, Oliete, Ariño and Albalate del Arzobispo) the altitudes are lower and the environment drier.

We highlight the "las Planetas" (declared Special Protection Area for Steppe Birds). On the river banks, the vegetation is abundant, and there are willows or ash trees, among others.

Some areas have been repopulated with Aleppo pine (Pinar of la Pinarosa in Ariño or Pinar of los Molares, between Oliete and Alcaine). Less frequent but more spectacular is the "Sabina albar". (San Pedro in Oliete or La Dehesa in Alcaine).

#### **Resource 9: Reptile and dinosaur ichnites (Paleontological heritage)**

The "Cultural Park of the Río Martín (Martin river)" is rich in palaeontological heritage. However, the dinosaur ichnites of Ariño and Obón, fossilised footprints of reptiles and dinosaurs, stand out:

- The dinosaur ichnites of Puente Escuriza (Ariño). It contains 61 ichnites called "underprints." It is a unique site dating from the Upper Barremian (125 million years

ago) in Aragon. Unfortunately, there are only dated fossils from this period in another area of Teruel.

- Obón dinosaur ichnites: In 2015, some 50 ichnites from more than 130 million years ago were found.

This palaeontological heritage is collected in several centres:

- "Francisco Andreu" Palaeontological Interpretation Centre in Alacón. It is an educational centre whose aim is to disseminate the historical and cultural past and the palaeontological richness of the "Cultural Park." We can find reproductions of the dinosaurs that lived in this territory, fossils, and cave paintings of caves in the area, among which the "Barranco del Mortero" stands out.
- The local Dinópolis office: Valcaria (Ariño): The exhibition is divided into ten areas and allows visitors to learn about the fauna and vegetation of 111 million years ago through reconstructions. More information at: <https://www.dinopolis.com/valcaria.html>

#### **Resource 10. Geological heritage (natural heritage)**

The "Cultural Park of the Río Martín (Martin River)," with 250 square kilometres, is located in the Aragonese branch of the Iberian Mountain Range and around the middle section of the river that gives it its name. The river and its tributaries have shaped its landscape, formed by steep canyons crossed by mountain ranges.

To the south of the "Cultural Park" is the limestone massif of La Muela (Montalbán), with an altitude of 2045 metres. In Peñarroyas, the river breaks the rocky strip of red sandstones of the Buntsandstein, from the Lower Triassic, cutting transversely through the "Cultural Park" from Hoz de la Vieja to Torres de las Arcas.

In the centre of the "Cultural Park", the Martín river crosses the calcareous massif of Las Muelas. The Foradada reservoir is built in this area.

To the northeast of the "Cultural Park", the Muela and Mortero ravines and the Escuriza river join their waters to the Martín river, opening a deep gap in the mountain range known as "Los Estrechos".

The "Cultural Park of the Río Martín (Martin river)" has an essential geological wealth, and for this reason, we highlight some specific examples of the geological heritage of the area:

- The "Sima de San Pedro" (Oliete) is unique in Europe for its dimensions and geological value. It is 80 metres in diameter and 86 metres deep.
- "Peñas Royas": so called because of the red colour of its clayey soil.
- "Barranco del Mortero" (Alacón).
- "Chevron folds" (Alcaine and Ariño).
- Massif of "La Muela" (Montalbán).

All this geological richness is gathered in informative equipment that relates the tourist with the context. In the Río Martín Park, there is the Geology and Speleology Interpretation Centre of Montalbán. It offers information on the geological history of the Cultural Park, the importance of coal mining, some points of particular geological interest, or the karst world ("Sima de San Pedro," "El Valle del Cabra," "El Valle del Mortero").

#### **Resource 11: Industrial Heritage (tangible cultural heritage)**

Among the regions that make up the Park is one, the Cuencas Mineras, traditionally mining (coal, iron, gypsum, lead, and salt mines), which has been the area's economic engine since the 20th century.

Mines were built in Ariño, such as the one next to the Martín river (from 1917), consisting of two buildings. In addition, the power station began operating in 1920 thanks to the use of water from the river.

This recent history can be visited in the Mining Museum "Pozo Corral Negro" in Ariño: The history of Ariño is linked to coal mining. First of all, the museum explains the economic and cultural impact that mining had on Ariño. Then, it reconstructs a mining quarter around the "Castillete Pozo Corral Negro".

Along with this mining tradition, there are remains of proto-industrial and industrial heritage that also stand out for their interest, such as traditional washing places, pottery kilns, and refrigerators.

The icehouses are places of great tradition, as they were used to store large quantities of snow and ice to preserve foodstuffs throughout the year. The restoration and consolidation of the old "Nevera" of Alcaine, located in the centre of the village, stands out. Other examples are preserved, such as those of Albalate del Arzobispo and Montalbán.

## **Resource 12. The Cultural Park of the Río Martín (Martin river). Traditional trails and roads (Natural heritage)**

The "Cultural Park of Río Martín" is in the northeast of the province of Teruel, around the river Martín. Along the canyons and ravines, there are caves with prehistoric cave art. There are also Mudejar monuments, castles, Iberian settlements and fortifications, historic-artistic sites, ice houses, traditional washing places, a rich geological heritage, and a great variety of protected species of fauna and flora.

The "Cultural Park" helped to create a Law of Cultural Parks of Aragon in 1997. The Cultural Parks have delimited territories with landscape and ecological values that contain relevant cultural manifestations and elements. These Cultural Parks have global protection and special protection measures for the relevant aspects.

In the "Cultural Park of the Río Martín," several routes have allowed the recovery of traditional paths. On them, you can enjoy the rock art and the different cultural and natural elements of the Park. These trails have the title of tourist trails of Aragon and as a European Cultural Itinerary attached to the CARP (Prehistoric Rock Art Trails). The routes, included in the "Guide of the Cultural Park of the Río Martín," updated and renewed in December 2020, are as follows:

- Montalbán - Peñarroyas Route.
- Route of La Muela. Montalbán Route.
- Ancho River Route.
- La Cingla Route.
- Cantalobos Route. You can see traditional dry stone constructions.
- Route of Peñarroyas - Obón
- Obón - Alcaine Route
- Route of Alcaine - Oliete
- Route of Oliete - Ariño
- Route of Alacón - Oliete
- Route of Ariño - Puente del Batán
- Route of Ariño - Viewpoint of Sierra de Arcos
- Route of the Narrows. Bridge of Batán - Albalate del Arzobispo
- Route of the Valdoria Ravine - Black Cave. Albalate del Arzobispo.
- Route of Lastras de San José. Albalate del Arzobispo.



### Resource 13. European Cultural Routes. (cultural heritage)

The "Routes of Santiago de Compostela" is the set of Christian pilgrimage routes whose origin is mediaeval and leads to the tomb of St. James in the cathedral of Santiago de Compostela. There are also villages in the "Parque Cultural del Río Martín" through which the route passes. Specifically, it is the Camino de Santiago de Castellón-Bajo Aragón, which passes through the town of Albalate del Arzobispo.

The Routes of Santiago de Compostela appeared in 1993 on the List of the World Heritage List. The Routes of Santiago has been a meeting place for its pilgrims since it emerged some eleven centuries ago. It has facilitated a constant cultural dialogue between pilgrims and the communities through which they pass. It has also been an important commercial and knowledge dissemination axis, supporting economic and social development along its itineraries.

### Resource 14. Traditional festive routes (intangible cultural heritage expressions)

The area's economic engines are agriculture and livestock farming, and these are the themes around which the fiestas revolve. The Centre of Popular Culture in Albalate del Arzobispo brings together all these traditions dedicated to traditional work and festivities.

The parties take place in winter, spring, summer, and autumn.

**Winter festivals.** The rites of these festivals are based on winter's farewell to celebrate spring's arrival and the return to agricultural work. It is necessary to ask for the mediation of the saints.

Winter festivals include:

- San Fabián, San Sebastián and San Antón. In Oliete, working animals were walked three times around a bonfire to not fall ill.
- San Blas. Traditional cakes, scones, and pastries are blessed.
- Santa Águeda or Agatha. The women would take over the Town Hall and dress up as men, take the boys out dancing and ring the bells.
- San Valentin, originally a shepherds' festival in honour of San Fauno.
- Santa Barbara, patron saint of miners.

In carnivals, the population celebrates the freedom and joy in which people dress up in costumes and maintain their anonymity to break the censorship of the rules.

**Spring festivals.** There are pilgrimages to sanctuaries or hermitages located in the "Parque Cultural," where people give thanks for the sowing, the fertilisation of the fields, or ask that the weather be good and bring rain.

The prominent pilgrimages include:

- Pilgrimage to the San Pedro Chapel in Oliete or the pilgrimage to the Virgen del Cantal Chapel.
- Pilgrimage to the Hermitage of Santa Quiteria in Peñarroyas.
- Pilgrimage to the sanctuary of Nuestra Señora del Olivar in Estercuel.
- Pilgrimage to the shrine of the Virgen de Arcos.

It is also worth mentioning the East and its processions. In that case, it is the "tamboradas," as in Ariño during the "Tamboas" days and in Albalate del Arzobispo during the Drum and Bass Drum Route (included in the Representative List of the Intangible Cultural Heritage of Humanity).

**Summer Festivals.** These are the festivals in which the villagers honour their patron saints. They are the main festivals, the party after the harvest, and formal events (sports, popular games, heifers, rounds, jotoseros festivals, dances).

**Autumn Festivals.** They begin with the "sanmigueladas" until the onset of winter on 21 December. After that, the agricultural cycle and the patron saint festivities are over, and sowing begins. Some pilgrimages stand out, such as the one to the hermitage of San Miguel in Alacón, in which the people sing, which also takes place in Albalate del Arzobispo. And in November, the feast of the souls, the days of "Todos Los Santos y Difuntos" (All Saints and the Faithfully Deceased).

## Existing development strategies and identified gaps

The cultural heritage of Aragon is a critical component of the strategic priority "Well-being and quality of life" of the Aragon S3 approved in 2015. An essential part of this heritage is in the province of Teruel and dates back to the Jurassic period. However, this province faces significant demographic and territorial challenges that endanger conserving its rich cultural heritage. Moreover, Teruel is also one of the territories involved in the coal mining transition. In this context, the tourism, hotel, and catering sectors are crucial for the province's socio-economic development.

The tourism sector already accounts for 54% of the province's GDP. However, its importance at the regional level is minor compared to destinations such as the Pyrenees or Zaragoza. Furthermore, excessive concentration in a single industrial sector is not advisable.

### Existing development strategies:

#### Particular Demographics and Anti-Population Policy Guideline.

The actions of the Community of Aragon in the face of demographic and population problems have not been entirely positive. Nevertheless, it is necessary to value the rural environment's potential, opportunities, and resources to face the demographic situation. Therefore, in 2017, the Special Directive on Demographic Policy and against Depopulation was approved to create the conditions that allow people to develop at all stages of their lives and to make progress in overcoming discrimination between territories regarding job opportunities and access to services.

About the Be. Cultour project, its Action Plan and the needs of the Cultural Park, this guideline is related to some of its objectives, among which the following stand out:

- To stop the exodus of the young population and the Return Plan (Demographic objectives).
- Encourage the development of economic activities and entrepreneurship in rural areas (Population objectives).

- Promote fiscal measures to facilitate economic activity in rural areas (Population objectives).
- Intervention in providing equipment and essential services to reduce the existing gap between urban and rural supply (Population objectives).
- Facilitate access to broadband internet as a universal right for everyone living in Aragon, regardless of their place of residence (Population objectives).
- Improve mobility, technological, collaborative, and for all people, regardless of the place of residence, residents of Aragon (Population objectives).

In addition to the objectives set out above, the Special Directive on Demographic Policy and against Depopulation has a series of strategic lines related to the Be. Cultour project, its Action Plan and the needs of the Cultural Park:

- Improvement in the taxation of companies located in rural areas.
- Aid for entrepreneurship arises in small towns, particularly among the female population.
- Awareness-raising and attention ("listening to the demands of rural areas") to reduce the "gap" between rural and urban areas.
- To set up a Territorial Cohesion Fund to help settlements with less territorial development by acting on those elements or factors that impede such development

More information:

<https://www.aragon.es/-/documentos>

### **Strategies based on shared resources among the actors in the territory:**

At the national level, the Ministry for Ecological Transition and the Demographic Challenge has 130 actions organised into ten axes to promote equal opportunities and territorial structuring. The axes are as follows:

Axis 1. Boosting Ecological Transition

Axis 2. Digital Transition and Full Territorial Connectivity.

Axis 3. Development and Innovation in the Territory.

Axis 4. Promoting Sustainable Tourism.

Axis 5. Equal Rights and Opportunities for Women and Young People.

Axis 6. Promoting Entrepreneurship and Business Activity.

Axis 7. Strengthening of Public Services and Promotion of Decentralisation.

Axis 8. Social Welfare and Care Economy.

Axis 9. Promotion of Culture.

Axis 10. Regulatory and Institutional Reforms to Address the Demographic Challenge.

More information:

[https://www.miteco.gob.es/es/reto-demografico/temas/Estrategias\\_Planes.aspx](https://www.miteco.gob.es/es/reto-demografico/temas/Estrategias_Planes.aspx)

[https://www.miteco.gob.es/es/reto-demografico/temas/plan\\_recuperacion\\_130\\_medidas\\_tc\\_m30-524369.pdf](https://www.miteco.gob.es/es/reto-demografico/temas/plan_recuperacion_130_medidas_tc_m30-524369.pdf)

### **Training for rural youth. “Desafío Arraigo Teruel”. Rural Erasmus**

The Provincial Council of Teruel (DPT) and the University of Zaragoza (Unizar) have a programme called "Desafío Arraigo Teruel", known as "Erasmus Rural", for students and recent graduates to carry out university internships in the rural environment of the province. In 2022, municipalities of up to 5,000 inhabitants can participate. It is a national benchmark program, a model for the Spanish Ministry of Ecological Transition.

Companies with less than 50 employees can participate in it to contribute to territorial rebalancing by encouraging the arrival of human capital to rural areas to boost their productive, social and institutional fabric.

### **Citizen participation:**

One of the needs identified in the territory is the lack of citizen participation. In the Government of Aragon, there is a space for participation called The Aragon Open [Government] Laboratory (LAAAB). That promotes citizen participation, open innovation, social design and the promotion of experimental programmes through projects based on collective intelligence, accountability and transparency, co-creation of services and public policies.

**Be.CULTOUR** Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



BeCultour

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 - Type of action:  
IA (Innovation action)



More information:

LAAAB: <https://www.laaab.es/categoria/participacion-ciudadana-en-politicas-publicas/>

### **Sustainable tourism. Circular economy**

The Aragon Sustainable Tourism Strategy 2030, drawn up by the Directorate-General for Tourism of the Government of Aragon, has a twofold objective:

- To face the challenges of the tourism sector in the medium and long term, promoting the pillars of sustainability.
- To become aware of the opportunity for Aragon to become a benchmark for Sustainable Tourism and to lead the sector's transformation.

Sustainable tourism implies a more significant commitment from the tourist and all the agents involved to make the interests of travellers compatible with the offer available in Aragon. Moreover, achieving local development based on tourism makes economic recovery and growth possible to fight against depopulation.

The main lines of action are:

- The role and presence of women: increasing their visibility, leadership support and needs analysis.
- Capacity building and training as part of the population fixation strategy contribute to the sector's reputation challenge, with talent retention as key to the fight against depopulation and quality employment based on quality training.
- Competitive transformation with a more balanced distribution of tourism and a commitment to excellence. It is essential to pay attention to the compensation of the CO<sub>2</sub> generated by tourism activity or the promotion of km0 economic activities.
- The proposal of product, marketing and tourism intelligence with the idea of rethinking how the development of Aragon is made known by implementing the creation of distinctive or promotional marketing strategies.
- The promotion of leadership by creating networks of close alliances.

In Aragon, there is a Sustainable Tourism Cluster. It is an association of companies in the sector and entities linked to it, whose objective is the tourism sector's promotion, training and innovation with a firm commitment to sustainable development and compliance with the Sustainable Development Goals (SDGs). They have an exciting action plan whose main features are:

- Enhancement and improvement of territorial resources through sustainable tourism development (economic, social and environmental).
- Environmental care and saving policies to defend, protect and raise awareness.
- Rural development by promoting policies and actions to create employment that will help fix the population in the most disadvantaged areas.
- Training through specific plans to improve workers' qualifications in the regional tourism sector.
- Technological innovation to promote business competitiveness, including eco-innovation.
- Integration through job creation.
- Sustainable tourism development is a natural alternative that contributes to the fixation of population and heritage conservation.

#### **Enhancement of local products:**

“Pon Aragón en tu Mesa” It is a project that enhances the value of rural agri-food products by helping disseminate them, supporting entrepreneurship and facilitating marketing. It promotes rural development and revitalises the villages of Aragon. The aim is for consumers to discover new local products and help the rural environment and its businesses, enabling the territory's economic development.

More

information:

<https://ponaragonentumesa.com/quienes-somos-y-como-adherirte-al-proyecto/>

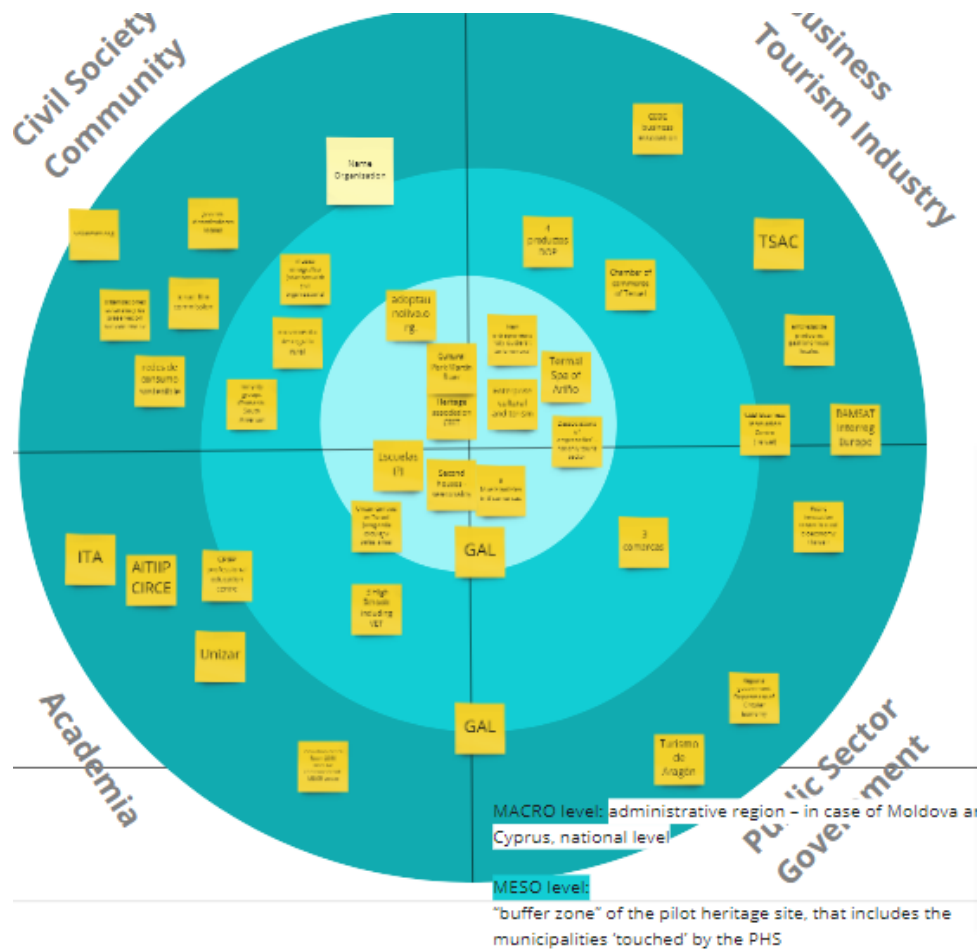
#### **Multiservice network.**

The Official Chamber of Commerce and Industry of Teruel has created the "MultiServicio Rural" project to facilitate the survival of rural commerce in the province of Teruel in a sparsely populated area.

More information: <https://www.multiserviciorural.com/>

## How can cultural heritage innovations bring us to circular cultural tourism? Local co-creation process.

Mapping of inclusive and diverse stakeholder ecosystem





## Mapping of recognized and hidden assets

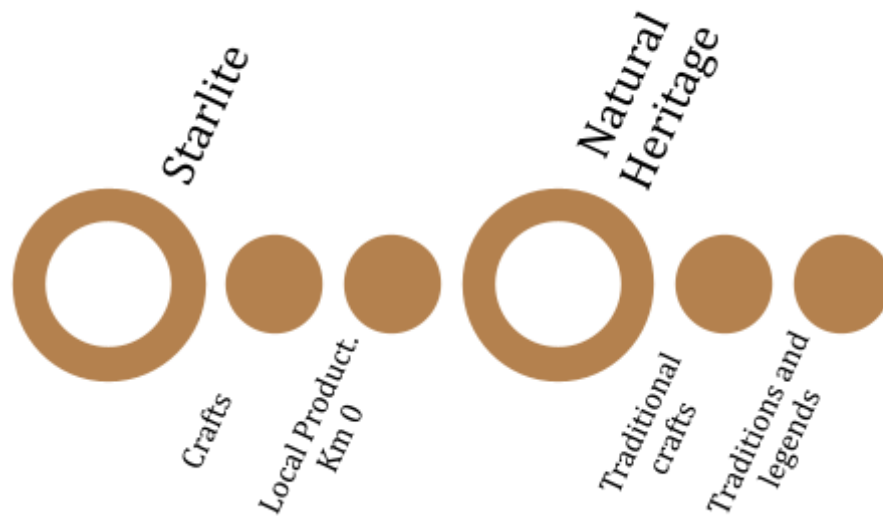
The Cultural Park of Rio Martín has great potential in these areas:

- Nature (biodiversity, starlight, rare species),
- History and heritage (Jewish heritage, legends),
- Agrofood (dry tomatoes, beans, traditional sweets),
- Craftwork and raw materials (mushrooms, jewellery, medical plants, stones, and bones decorated with rock art).

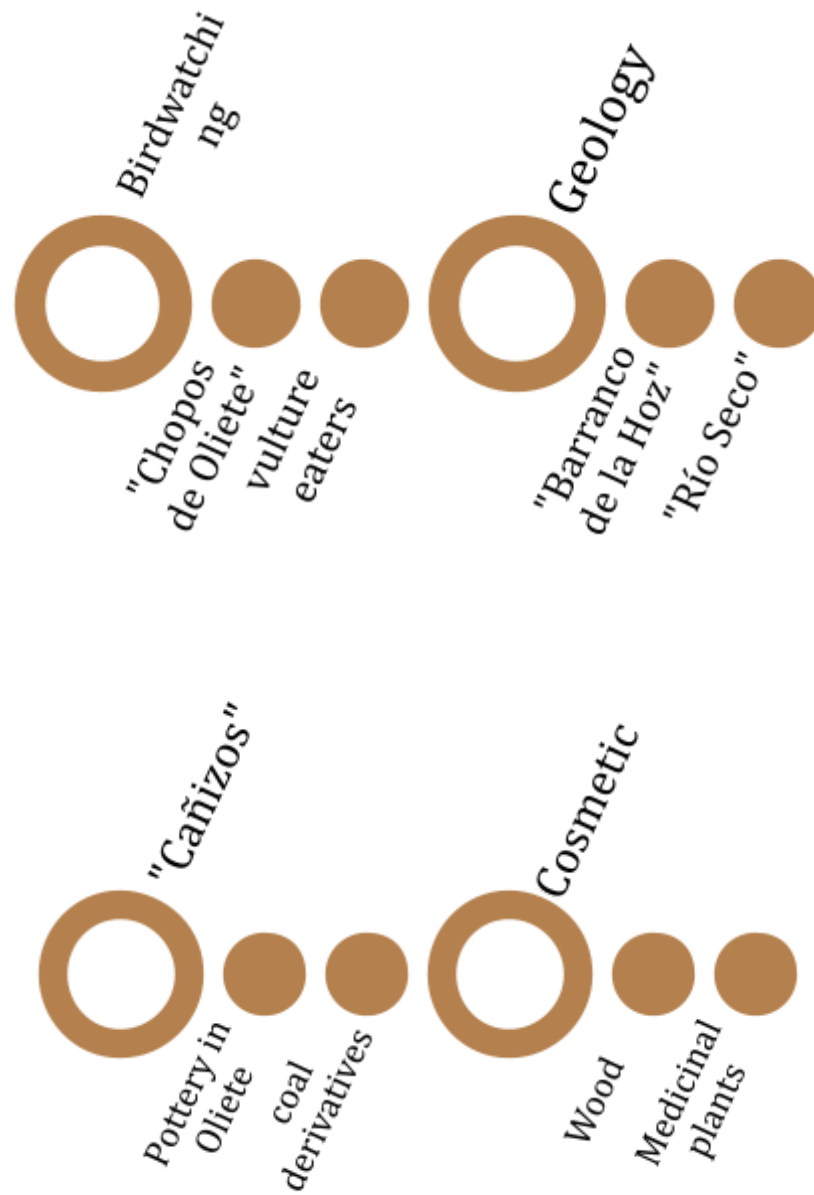
LSW1 participants identified hidden and other recognized treasures around nature and raw materials, which are as follows:

The Cultural Park of Rio Martín has a rich natural heritage and is a small selection.

### Hidden treasures of nature



## Hidden treasures raw materials



## Mapping of specific heritage and cultural tourism-related challenges

In LSW1, three main challenges were identified, which have been present during the other two workshops. These challenges are ambitious and very general, which is why they have been specified throughout all the sessions.

The challenges of the Cultural Park of the Río Martín identified are

1. The fight against DEPOPULATION
2. How can we INVOLVE the agents of the territory to achieve COOPERATION between all of us.
3. How to enhance the value of all the TOURIST POTENTIAL that the Cultural Park of the Río Martín has.

## Involvement of the community in Actions

The Cultural Park of Río Martín community has actively participated in all the local workshops. In local workshop 1, the participants' interest was significant, as was the participation of these people in the following two workshops. In addition, it is worth noting that many of these people have also participated in the online sessions.

The continuous participation has greatly benefited the development of a viable Action Plan and has shown that all stakeholders were interested in the Be.Cultour Project and its implementation in the territory.

The community created is:

**Agents and entities of the territory** who know the difficulties and potential of the Cultural Park of Río Martín provide a realistic vision. Without going into the names of the persons, the interests and characteristics of the actors involved are as follows.

- Mayors of the town councils where each workshop took place Albalate del Arzobispo, Ariño and Montalbán.
- Business associations of the three counties that make up the Río Martín Cultural Park.
- Tourist agents involved in the territory.
- Local development agency.

- Tourist offices of the counties.
- Board of Trustees of the Cultural Park of Río Martín.

**Agents and entities from outside the territory** provide a different and complementary vision.

- Teruel Provincial Council.
- University of Teruel.
- Summer University.
- LAAAB.
- Government of Aragon.
- Social Economy Cluster.
- Other projects of interest in the economy

## Meaning and value of local cultural heritage Actions for European history and culture

The Cultural Park of Río Martín a multicultural territory with Mudejar past and Jewish quarters. Mudejar Art is a genuine manifestation of the Hispanic kingdoms' Muslim, Christian, and Jewish cultures. The Islamic heritage blends intimately with Western architecture as a lesson of coexistence and mutual learning. In Aragon, it developed between the 12th and 17th centuries. UNESCO World Heritage Site (declared in 2001). Mudejar monuments use brick and glazed ceramics, especially in the bell towers. Some examples of Mudejar heritage in the Cultural Park are:

- The church of Santiago in Montalbán
- Although the Church Asunción de Nuestra Señora in Obón.
- The Church of Nuestra Señora de la Asunción in Montalbán (late XVII-XVIII), a World Heritage Site, of which the Mudejar bell tower is outstanding.
- In Alcaine, the Church of Santa María La Mayor (17th-18th centuries).
- As in Alcaine, the 17th-century baroque church of the Asunción in Oliete has a bell tower built in the 18th century in the Mudejar tradition.

The Jewish heritage is little explored, and during the Middle Ages, there were three significant Jewish communities in the Cultural Park of the Río Martín: Montalbán (military order), Oliete (royal) and Albalate del Arzobispo (archepiscopal). In recent years, there has been a commitment to creating itineraries promoting this heritage.

The Cultural Park and 24 of its 40 rock shelters were declared World Heritage in 1998. Thanks to this recognition, the Cultural Park of Río Martín belongs to the European Network of First Peoples and Prehistoric Rock Art (REPPARP), which brings together regions in the southwest of the continent whose objective is the joint development of tourist-cultural offers based on Prehistory and Rock Art. It is also relevant that this European network seeks to develop and enhance the rural environment.

The Routes of Santiago de Compostela appeared in 1993 on the List of the World Heritage List. The Routes of Santiago has been a meeting place for its pilgrims since it emerged some eleven centuries ago. It has facilitated a constant cultural dialogue between pilgrims and the communities through which they pass. It has also been an important commercial and knowledge dissemination axis, supporting economic and social development along its itineraries.

The Cultural Park of Río Martín and the three districts are synonymous with geology, a significant economic engine of the area, currently affected by the Industrial Transition of the province of Teruel. Its open-cast mines are substantial. In the forties, mining had its first period of splendour. Up to 40% of the workers in the sector were in Teruel, reaching 8% of production in 1958. This economic engine produced the arrival of labour from other regions, especially Andalucía and Extremadura, which shaped the identity of this region and the Cultural Park of Río Martín. From 1990 onwards, the situation changed towards aid plans such as those known as MINER or the current Industrial Transition.



## Discovering the “beyond” in circular cultural tourism (how Actions address other economic sectors and residents’ needs)

The actions designed in this action plan contribute to solving the needs of the residents of the Cultural Park of the Martín River and provide solutions to the three main challenges identified by the local population in the local workshops:

- The fight against depopulation. It is attracting new settlers to the territory and offering alternative employment to its residents.
- Cooperation between agents. We are empowering the local community.
- Enhancing the potential of the territory. Through sustainability.

This Action Plan affects other economic sectors of the territory beyond Cultural Tourism:

- The promotion of local products contributes to the development of the agri-food sector and crafts.
- The creation of new sustainable tourism products enables the reduction of waste and the use of renewable energies.
- Cooperation between the different actors reinforces the feeling of belonging to a community and offers new job options.



## Why will our Action Plan be sustainable? Monitoring and evaluation.

To measure whether our Action Plan is sustainable, it is necessary to assess its impact. Below are the three proposed actions with their objectives, indicators, sources of information and tools.

ACTION	OBJECTIVE-DESCRIPTION	INDICATOR	SOURCE OF INFORMATION TOOL
ACTION 1. Innovative ecotourism centre	1.1. Obtain funding to make the Innovative Ecotourism Centre a reality.	<ul style="list-style-type: none"> <li>-Percentage of financing obtained.</li> <li>-Degree of compliance with the specifications of the project submitted.</li> <li>-No. of tenders submitted.</li> <li>-No. of tenders obtained.</li> <li>-No. of subsidies obtained.</li> <li>-Level of cooperation between the different entities involved.</li> </ul>	The Project Letter of commitment and adhesion
ACTION 2 ENHANCING THE VALUE OF AGRI-FOOD PRODUCTS	2.1.- Bring together all the brand representatives to regulate the archer's use and enhance the logo's value. -Create a manual that links to the values of the Be. Cultour project.	<ul style="list-style-type: none"> <li>-Achieving a high percentage of participation in the meeting.</li> <li>-No. of participants.</li> <li>- No. of proposals to enhance the value of the archer's logo.</li> <li>-Degree of participation of the territory's agents in the manual's development.</li> <li>-Degree of adaptation of the manual to the values of the Be.Cultour project.</li> </ul>	Manual. The meeting and its satisfaction surveys.

ACTION 2 ENHANCING THE VALUE OF AGRI-FOOD PRODUCTS	2.2. Open call with a prize of 3000€ for marketing students interested in developing a communication campaign..	<ul style="list-style-type: none"> <li>-No. of marketing students submitted.</li> <li>-No. of universities contacted.</li> <li>-No. of universities presented.</li> <li>-Degree of satisfaction with the open call.</li> </ul>	<ul style="list-style-type: none"> <li>-The communication campaign.</li> <li>-Surveys.</li> </ul>
ACTION 2 ENHANCING THE VALUE OF AGRI-FOOD PRODUCTS	2.3. Develop a stable communication plan.	<ul style="list-style-type: none"> <li>-Extent of reach of the communication plan on all platforms.</li> <li>-Number of press releases on the new communication campaign.</li> <li>-Degree of engagement with the target audience.</li> <li>-Number of new settlers and companies established in the territory.</li> </ul>	<ul style="list-style-type: none"> <li>-Communication plan.</li> <li>-Statistical tools.</li> <li>-Register for new settlers.</li> <li>-Information on companies through the business associations of the comarcas.</li> </ul>
ACTION 3. Plaza Circular	3.1. Mapping resources.	<ul style="list-style-type: none"> <li>- No. of resources mapped.</li> <li>-No. of entries.</li> <li>-No. of products.</li> <li>-Degree of satisfaction</li> </ul>	Satisfaction surveys. La plaza circular (Circular square) and wikiaccion.
ACTION 3. Plaza Circular	3.2. Dynamisation. To achieve citizen participation and generate community	<ul style="list-style-type: none"> <li>--Number of face-to-face/online events promoted.</li> <li>-Number of attendees at events.</li> <li>-No. of entries in RRSS to participate in events.</li> <li>-No. of surveys carried out.</li> <li>-No. of resources obtained thanks to collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings. Interviews</li> <li>- Statistics.</li> <li>-Statistics on social networks.</li> </ul>



## Action Plan: Overview of actions and sub-actions

### Action 1: Innovative ecotourism centre

#### ➤ Short description of the action.

This action involves the creation of an Innovative Ecotourism Centre, which would consist of an activity centre where ecotourism experiences such as experimental accommodation under the stars could be carried out.

Tourists will enjoy nature and the observation of the rural environment, minimising negative impacts on the territory. In addition, it generates economic benefits for both the community and the entities that operate in the region, offers alternative employment, and raises awareness of the importance of conserving natural and cultural assets.

#### ➤ What cultural heritage assets (tangible, intangible) is this action linked with? What is the role of cultural heritage?

The innovative Ecotourism Centre is in the Cultural Park of Río Martín. Due to the characteristics of the Cultural Park and its protection, it is essential to make the right choice of location when it comes to financing.

The Innovative Ecotourism Centre aims to enhance the value of the territory and its experiences, benefiting from all the cultural heritage assets, including:

- Rock art. 24 of the 40 rock shelters in the Martín River Cultural Park have World Heritage Site status, awarded in 1998. These caves are significant and date from the Palaeolithic to the Bronze Age, from approximately 6000 BC to 1000 BC.
- Astrotourism. Teruel is a land of stars and has three Starlight Reserves.
- Traditional workshops. Life in the Cultural Park of Río Martín traditionally revolves around agriculture and livestock farming. The recovery and dissemination of traditional work are at the Popular Culture Centre of Albalate del Arzobispo.
- Fauna, flora and hiking. In the "Cultural Park," there is a great variety of protected species of fauna and flora. The climate, geomorphology, vegetation, and fauna are

closely related. We can find two Interpretation Centers. It also has a significant hiking route called GR 262 Río Martín.

- Local products and gastronomy. The gastronomy of the Cultural Park of Río Martín has been on UNESCO's List of Intangible Cultural Heritage since 2013.

In addition, the Innovative Ecotourism Centre will have strong links with developing hot spring experiences.

#### ➤ **General timeframe and geographical scope**

This ecotourism centre would operate 365 days a year. It is located within the Cultural Park of the Río Martín, as it is intended to be set in nature, away from the urban centres of the villages.

#### ➤ **Links to circularity, diversity and inclusion**

To commit to diversity and inclusion, the recruitment of local staff and workers from disadvantaged groups would be carried out. It would also be essential to establish synergies with local companies.

Regarding links with circularity, recycled construction materials and the rehabilitation of spaces would be chosen, as well as the search for self-sustainability (photovoltaic energy, rainwater).

#### ➤ **Links to existing, relevant local strategies/plans/policies/ projects at the municipal, regional or national level**

The Centre is linked to several local strategies, plans and policies in the territory and mainly affects regions suffering from depopulation, as in the Cultural Park of the Río Martín.

- Circular Economy and Circular tourism. The Aragon Sustainable Tourism Strategy 2030, drawn up by the Directorate-General for Tourism of the Government of Aragon, has a twofold objective: to face the challenges of the tourism sector, promoting the pillars of sustainability and for Aragon to become a benchmark for Sustainable Tourism.
- Depopulation. The Cultural Park of Río Martín covers a vast area (252.88 km<sup>2</sup>). However, the three comarcas have a very low population density, Bajo Martín (7.93),

Andorra Sierra de Arcos (17.6) and Cuencas Mineras (5.66), so the Innovative Ecotourism Centre has a strong link with policies to combat depopulation. The Centre is linked to the Special Directive of Demographic Policy and against Depopulation of 2017 of the Government of Aragon. This plan aims to create the conditions that allow the development of people at all stages of their lives and progress in overcoming discrimination between territories in terms of employment opportunities and access to services.

- Industrial transition. The region of Teruel and some of the Cultural Park of Río Martín municipalities have been strongly affected by the mining reconversion process. Therefore, the Department of Industry, Competitiveness and Business Development of the Government of Aragon is calling for aid for investment projects in these areas to promote investment actions for implementing new economic activities.
- Climate change. The Innovative Ecotourism Centre connects with the policies implemented by the Ministry for Ecological Transition and the Demographic Challenge, which aims to promote equal opportunities and territorial structuring. In addition, some of its axes are closely related to the Centre:
  - The promotion of Sustainable Tourism.
  - The promotion of entrepreneurship and business activity.
- Aragon Smart Specialisation Strategy (S3) 2021-2027. The objective is to provide a more sustainable vision of Aragon. To achieve a more cohesive society with equal opportunities between rural and urban areas. The Innovative Ecotourism Centre is aligned with this Strategy and the 2030 Agenda, whose objective is a greener, more competitive, healthier and connected Aragon.

#### ➤ Link to cultural Europeanisation

This action would be linked to broader cultural itineraries, such as gastronomy or dry stone, to establish a link with Europeanisation. For example, it could be included in "Red Europea Primeros Pobladores y Arte Rupestre *Prehistórico* (REPPARP)". It would also be beneficial to connect the action with other initiatives such as the New European Bauhaus, or the EUROPARC Federation, all of which are dedicated to managing protected areas and defending nature.

## Sub-action 1.1: Financing plan (Action: Innovative ecotourism centre)

<b>When:</b> start date and end date:	Start Date: June 2022 End date: October 2024
<b>Be.CULTOUR innovation area(s):</b>	The area of innovation is “Nature as Heritage”
<b>Identified local challenge(s):</b>	There are many local challenges identified, but these are the main ones:  -Institutional support from the town councils that are part of the Cultural Park of Río Martín. The commitment to cooperation between the different stakeholders.  - The search for land in a protected environment with more restrictive legislation.
<b>Cultural heritage asset(s):</b>	The cultural assets of the Cultural Park in relation to this action are: starry skies without light pollution, the possibility of practising birding, the Cultural Park of the Río Martín itself or sites such as the Sima de San Pedro.
<b>Target group(s):</b>	A target group is an adult group looking for experiences more aligned with ecotourism.
<b>Responsible stakeholder(s):</b>	Among the responsible stakeholders would be the Board of Trustees of the Cultural Park of the Río Martín.
<b>Collaborator(s):</b>	Collaborators could include town councils and associations such as ADIBAMA (Asociación Para El Desarrollo Integral del Bajo Martín and Andorra-Sierra de Arcos).

<b>Raw budget estimation:</b>	The gross budget estimate is 1 million euros.
<b>Funding source (European, National, local funds):</b>	Funding sources: New European Bauhaus, or LEADER Local Development Strategies (LDS), presented by the “Asociación para el Desarrollo Integral de la Comarca de Teruel” (ADRICTE).
<b>Other resources needed:</b>	
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Two indicators of success would be:  -Achieving a percentage of the cost  -Achieving support from the funds for our funding proposal.
<b>Hackathon?</b> Yes or no	Yes



## Action 2: Enhancement of local products

### ➤ Short description of the action.

This action enhances the value of the agri-food products produced in the area, which suffers from an ageing agricultural workforce and a lack of generational replacement. The enhancement of the importance of local produce is essential because of the growing interest among consumers in healthy and quality food. Social welfare and demand for gastronomy, tourism, local products and traditional culture have also grown. Awareness is growing for agri-food products with differentiated quality based on their origin and certified quality brands.

It includes a series of more concrete steps such as the homogenization of brands, including the logo of the Cultural Park to geolocate the product, a communication campaign (external and internal), and the generation of agro-experiences.

### ➤ What cultural heritage assets (tangible, intangible) is this action linked with? What is the role of cultural heritage?

The action is related to intangible heritage with assets such as gastronomy (the Mediterranean diet, traditional recipes, festivities, seasons according to the agricultural calendar, intergenerational dialogue) and other tangible heritage (bread oven, oil mill, olive trees, beehives, and cheese factories).

### ➤ General timeframe and geographical scope

The promotion of the products of the territory will be carried out throughout the Cultural Park of the Río Martín and in the adjacent villages in a series of shared spaces, such as local shops, multi-service shops, petrol stations, the Ariño spa, inns, information points, tourist offices, restaurants and hotels, entrepreneurial spaces, the adult education centre.

The general calendar would be planned for 25 years.

### ➤ Links to circularity, diversity and inclusion

The recruitment of staff at risk of exclusion, such as people coming from abroad, workers from disadvantaged groups, and people with support needs (ATADI), would be carried out. It would also be essential to consider people with coeliac disease as product recipients.

In terms of circular links, it would work with km 0 and organic products.

➤ **Links to existing, relevant local strategies/plans/policies/ projects at the municipal, regional or national level**

This action will be linked to a series of local strategies, plans and policies already existing in the territory, such as the LEADER Participatory Local Development Strategy or the Tourism Sustainability Plan. At a regional level, the aim is to unite and seek strategies to promote local gastronomy.

The enhancement of the value of the local product is related to two programmes implemented in the territory:

- “Calidad rural”. This is the brand of “Asociación Europea de Marca de Calidad Territorial” that recognises quality products for different factors such as elaboration and production and which are made in the rural areas of Spain. The NorteTeruel local brand is included in this programme and the regions of Bajo Martín and Andorra-Sierra de Arcos. This label is awarded to companies and entities committed to the territory's total development.
- “Pon Aragón en tu mesa”. It aims to put the products of Aragon on the tables of each of its inhabitants to promote rural and sustainable development, encouraging the enhancement of the tourism potential of the territory. It is a project of the European LEADER Programme in which 20 Local Action Groups participate.

➤ **Link to cultural Europeanisation**

To establish a link with Europeanisation, the Cultural Park would link with existing European cultural and creative industries itineraries. For example, it relates to the Mediterranean Diet, inscribed in 2013 on the UNESCO Representative List of Intangible Cultural Heritage. The Mediterranean Diet is knowledge, practical skills, and traditions related to agriculture, fishing, livestock, and cooking and consuming food.

## Sub-action 2.1: Communication plan (Action: Enhancement of local products)

<b>When:</b> start date and end date:	Start date: September 2023 End date: January 2024
<b>Be.CULTOUR innovation area(s):</b>	The area of innovation would be Smart Destination Management.
<b>Identified local challenge(s):</b>	<p>Among the challenges identified, we can find the lack of identification of the population of the Cultural Park and the ageing of the active farming population and the lack of generational replacement.</p> <p>The challenges can also be opportunities because consumers have a growing interest in healthy and quality-guaranteed food, as well as increasing demand and social interest in gastronomy, tourism, local products and traditional culture. There is a growing appreciation for agri-food products with differentiated quality.</p>
<b>Cultural heritage asset(s):</b>	The cultural assets of the Cultural Park in relation to this action are: starry skies without light pollution, the possibility of practising birding, the Cultural Park of the Río Martín itself or sites such as the Sima de San Pedro.
<b>Target group(s):</b>	The target group includes: tourists, restaurants, shops and businesses.
<b>Responsible stakeholder(s):</b>	Responsible stakeholders would include the Regional authority, municipalities, counties and business associations.



<b>Collaborator(s):</b>	Collaborators could be foundations or the LEADER Local Development Strategies (LDS) presented by ADRICTE) "Asociación para el Desarrollo Integral de la Comarca de Teruel".
<b>Raw budget estimation:</b>	The gross budget estimate is 30,000 euros.
<b>Funding source (European, National, local funds):</b>	Sources of financing: Next Generation Funds, Counties, The Cultural Park of The Río Martín, Regional authority , LEADER Local Development Strategies (LDS).
<b>Other resources needed:</b>	Other resources needed include technical support.
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	An indicator of success would be to evaluate the impact and outreach in accommodation and restaurants.
<b>Hackathon?</b> Yes or no	No

**Sub-action 2.2:** Homogenise the brand (Action: Enhancement of local products)

<b>When:</b> start date and end date:	Start date: November 2022 End date: April 2024
<b>Be.CULTOUR innovation area(s):</b>	The area of innovation would be the 'Inspiring Journey'.
<b>Identified local challenge(s):</b>	Challenges identified include:  -Weakness of local self-esteem and sense of belonging.

	-Establishing a regulation and protocol for its use.
<b>Cultural heritage asset(s):</b>	Tangible and intangible heritage assets include the Cultural Park itself or popular knowledge.
<b>Target group(s):</b>	The sub-action addresses the following target group: representatives of brands, producers, restaurants, shops...
<b>Responsible stakeholder(s):</b>	The responsible stakeholders would be the Regional authority, the town councils, counties...
<b>Collaborator(s):</b>	Collaborators could include business associations, foundations such as the Alicia Foundation or banks (Ibercaja, La Caixa, Caja Rural...).
<b>Raw budget estimation:</b>	The gross budget estimate is 9,000 euros: -3.000€ for the development of a local event -6.000€ for the creation of the brand manual.
<b>Funding source (European, National, local funds):</b>	Funding sources: Regional authority and Directorate General Circular Economy". LEADER Local Development Strategies (LDS).
<b>Other resources needed:</b>	Other resources needed include facilities and dedicated staff.
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	An indicator of success would be to ensure that the meeting is attended by 10 people and concrete the manual linked to these values.
<b>Hackathon? Yes or no</b>	No

**Sub-action 2.3: Marketing contest - Hackathon Open Call (Action: Enhancement of local products)**

<b>When:</b> start date and end date:	Start date: June/July 2023
<b>Be.CULTOUR innovation area(s):</b>	The area of innovation would be the “Proximity Travel”
<b>Identified local challenge(s):</b>	Among the challenges identified, we highlight:  -Finding specialised professional
<b>Cultural heritage asset(s):</b>	Tangible and intangible heritage assets include the Cultural Park itself or popular knowledge.
<b>Target group(s):</b>	The target group includes: university marketing schools, higher school of design, The Cultural Park of The Río Martín, Counties, “Centro Aragonés de Diseño Industrial” (CADI), RTVA.
<b>Responsible stakeholder(s):</b>	Among the responsible stakeholders would be the region, the city council, the shops, the entrepreneurs, RTE...
<b>Collaborator(s):</b>	Some of the facilities that the collaborations would bring would be:  -Cession of spaces  -Training centres/ Professional training (FP)  -Sponsors  -Replication in mirror regions

<b>Raw budget estimation:</b>	<p>Gross budget estimate:</p> <ul style="list-style-type: none"> <li>-3,000 euros in prizes</li> <li>-15.000 euros for accommodation (maximum 15 participants)</li> <li>-15.000 Euro for accommodation (maximum 15 participants)</li> </ul>
<b>Funding source (European, National, local funds):</b>	Sources of funding: from own funds and European projects.
<b>Other resources needed:</b>	<p>Other resources needed include coordination</p> <p>Mirror regions of the Be.CULTOUR project might be interested in its implementation.</p>
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	<p>An indicator of success would be:</p> <ul style="list-style-type: none"> <li>-That the proposal is successfully implemented.</li> <li>-Number of participants.</li> <li>-Number of proposals received.</li> <li>-Media coverage.</li> </ul>
<b>Hackathon?</b> Yes or no	No

### Action 3: “La Plaza Circular” (Circular Square)

#### ➤ Short description of the action.

“La Plaza Circular” consists of a network for exchanging information and knowledge between agents in the territory of the Cultural Park of the Río Martín. It is both a physical and virtual square. It seeks the coexistence of different municipalities and synergies between them to detect needs. Coordination in terms of strategy and training would be needed.

It consists of three processes:

1. An intensive mapping of agents, resources, products and places.
2. Search for dynamisation: participatory processes with common challenges with pre-established (tangible, concrete).
3. Communication: through social networks and the web (Wikipedia).

#### ➤ What cultural heritage assets (tangible, intangible) is this action linked with? What is the role of cultural heritage?

It is related to intangible heritage assets (traditions, civic participation, crafts) and tangible heritage assets (local products, tourist attractions) already described in the Action Plan introduction.

#### ➤ General timeframe and geographical scope

The geographical scope would be the entire Cultural Park and its municipalities. And more specifically, in the spaces of the administration and the park. Rotation could be applied. The foreseen timetable would be 1.5 years.

#### ➤ Links to circularity, diversity and inclusion

Regarding the search for circularity, synergies would be established locally and with the territory's resources. In terms of diversity and inclusion, one could try to link all actors in the region.

➤ **Links to existing, relevant local strategies/plans/policies/ projects at the municipal, regional or national level**

This action will be linked to a series of strategies, plans and local policies already existing in the territory, such as the Board of Trustees of the Cultural Park of the Río Martín, the Tourism Dynamisation Plan and the Sustainability Plan for the region. Moreover, linked at the national level to the policies of the Ministry for Ecological Transition and the Demographic Challenge, it has 130 actions organised into ten axes to promote equal opportunities and territorial structuring. Some of its objectives aligned with "La Plaza Circular" are Digital Transition and Full Territorial Connectivity.

Also meaningful is the relationship between the circular Plaza and citizen participation, one of the objectives to be achieved by the Government of Aragon.

➤ **Link to cultural Europeanisation**

This sub action would link with the European Cultural Itinerary.

**Sub-action 3.1: Mapping (Action: "La Plaza Circular". Circular Square)**

<b>When:</b> start date and end date:	-An initial phase would run from 0 to 6 months, approximately until the end of 2022. -In 2023 it will continue.
<b>Be.CULTOUR innovation area(s):</b>	The area of innovation would be the idea of people at the centre, an adequate and responsible space.
<b>Identified local challenge(s):</b>	Among the challenges identified, we can find  -The disconnection of the agents involved and the lack of knowledge of the resources.  -Lack of accessibility of previously developed resources.

<b>Cultural heritage asset(s):</b>	<p>Among the heritage assets, we find:</p> <ul style="list-style-type: none"> <li>-Among the intangible heritage: traditions and trades.</li> <li>-Among the tangible heritage: the entire Cultural Park.</li> </ul>
<b>Target group(s):</b>	<p>The target group includes:</p> <ul style="list-style-type: none"> <li>-Associations (business, cultural)</li> <li>-Park Board (City and County Councils, Regional Councils and Authority)</li> <li>-Local action groups</li> <li>-Study centres</li> </ul>
<b>Responsible stakeholder(s):</b>	<p>Responsible stakeholders would include the Cultural Park, its Board of Trustees, and contracted staff.</p>
<b>Collaborator(s):</b>	<p>Collaborators could include:</p> <ul style="list-style-type: none"> <li>-Associations (business, cultural...).</li> <li>-The Board of Trustees of the Cultural Park of the Río Martín. (Town Councils, Counties, Regional Authority)</li> <li>-Local action groups</li> <li>-Study centres</li> </ul>
<b>Raw budget estimation:</b>	<p>The gross budget estimate is 29,000 euros, which includes the salary of two full-time staff, per diems and consumables.</p>
<b>Funding source (European, National, local funds):</b>	<p>Sources of funding: Local councils, municipalities, counties, European funds.</p>

<b>Other resources needed:</b>	Other necessary resources include workstations complete with the required technology.
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	<p>An indicator of success would be:</p> <ul style="list-style-type: none"> <li>-Number of agents mapped</li> <li>-Number of resources included</li> <li>-Number of products</li> </ul>
<b>Hackathon?</b> Yes or no	No

### Sub-action 3.1: Dynamisation (Action: "La Plaza Circular". Circular Square)

<b>When:</b> start date and end date:	During 2023, 2024 and allow it to be autonomos.
<b>Be.CULTOUR innovation area(s):</b>	The area of innovation would be the idea of people at the centre and a smart destination.
<b>Identified local challenge(s):</b>	<p>Among the challenges identified, we can find</p> <ul style="list-style-type: none"> <li>-The disconnection of the agents involved and the lack of knowledge of the resources.</li> <li>-Lack of accessibility of previously developed resources</li> </ul>
<b>Cultural heritage asset(s):</b>	<p>Among the heritage assets, we find:</p> <ul style="list-style-type: none"> <li>-Among the intangible heritage: traditions and crafts</li> <li>-Among the tangible heritage: the entire Cultural Park.</li> </ul>



<b>Target group(s):</b>	<p>The target group includes:</p> <ul style="list-style-type: none"> <li>-Associations (business, cultural)</li> <li>-Park Board (City and County Councils, Regional Councils and Authority)</li> <li>-Local action groups</li> <li>-Study centres</li> </ul>
<b>Responsible stakeholder(s):</b>	Responsible stakeholders would include the Cultural Park, its Board of Trustees, and contracted staff.
<b>Collaborator(s):</b>	<p>Collaborators could include:</p> <ul style="list-style-type: none"> <li>-Associations (business, cultural...).</li> <li>-The Board of Trustees of the Cultural Park of the Río Martín. (Town Councils, Counties, Regional Authority)</li> <li>-Local action groups</li> <li>-Study centres</li> </ul>
<b>Raw budget estimation:</b>	The gross budget estimate is 29,000 euros, which includes the salary of two full-time people in dynamisation and information, per diems and consumables (the latter would account for about 4000 euros of the total budget).
<b>Funding source (European, National, local funds):</b>	Sources of funding: Local, City Councils, Counties, European Funds.
<b>Other resources needed:</b>	Other necessary resources include workstations complete with the required technology.

<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	<p>An indicator of success would be:</p> <ul style="list-style-type: none"> <li>-Number of events dynamised (face-to-face/online)</li> <li>-Number of attendees at events</li> <li>-Social Media entries to participate in events</li> <li>-Number of surveys carried out</li> <li>Number of resources obtained thanks to collaborations</li> </ul>
<b>Hackathon?</b> Yes or no	No



## Local Pact



### Un pacto local para el PARQUE CULTURAL DEL RÍO MARTÍN

#### Compromiso para seguir cooperando en el Plan de Acción del proyecto Be.CULTOUR

Nosotros, los abajo firmantes, nos esforzaremos por cumplir con las responsabilidades y colaboraciones que se indican en el Plan de Acción local. Entendemos que no es vinculante, pero estamos de acuerdo en que el compromiso colectivo es esencial para el desarrollo de nuestra región a través del turismo cultural circular.

Nombre y apellidos	Organización	Firma
1. MANUEL HARO FONFRIA	OLITE - CULTURA	
2. Francisco Javier Beltrán	OLITE - CULTURA Y PATRIMONIO	
3. ANA M <sup>te</sup> GUTI GALVE	COMARCA BAO MARTÍN	
4. BEGOÑA PARRON	ANFORRA S. ARCO	
5. GEMMA BIE JUEP	CONJUNTO ANFORRA S. ARCO	
6. Marta Berba	CITA	
7. LUCIA AGUILAR GASIOR	COMARCA CUENCAS MINERAS	
8. BORRERO RIVERA	NED	
9. LUCAS BAUERTER	AEA	
10. BEGOÑA PLANAS	RESTAURACIÓN CULTURA Y TURISMO	
11. LAURA GASIOR	DPT	



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Nombre y apellidos	Organización	Firma
12. JOSE LUIS GARCIA	IDF	
13. JOSE ROYO LASANTE	PARQUE CULTURAL RIO MARTIN	
14. SIFIA GARCIA BELLA	P.C. TURISMO (ANT. ANFORRA)	
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BeCULTOUR Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
ERC-H2020-5166-TRANSFORMATIONS-2020 - Type of action:  
IA (Innovation action)







**Be.CULTOUR**  
Beyond cultural tourism

# Basilicata, Italy

## Action Plan



**Be.CULTOUR** Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



BeCultour

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Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action:  
IA (Innovation action)



## PREFACE

*The BeCultour action plan is intertwined with the strategic planning activities of APT Basilicata. It is deeply connected to what we've been working at during pandemic and lockdown, and to what regional tourism had learnt after 2019, the most important year for the tourism sector in Basilicata. During 2019, when the city of Matera was European Capital of Culture, some strengths and weaknesses emerged. Travel economy and flows were concentrated in "stronger" areas like Thyrrenian and Ionian coasts, and in the highly dynamic Matera, where arrivals and overnight stays had grown more than 200% in less than 5 years. The rest of the region didn't share those trends, showing the limit of a region with stunning beauties and possible tourist resources scattered all around, but not connected to each other. Moreover, despite the "international" stage, in the city of Matera foreign tourists were stuck at the relatively low rate of 30%, and only 12% in the rest of the region. Considering the importance of foreign tourism for the regional travel economy and in order to trigger the tourism potential of areas where environment and historical heritage were just sleeping assets, and not yet "resources", we had two keywords to follow: integration and internationalisation. A third one was added: innovation, in order to keep the pace of a very competitive tourism world.*

*In such framework, while pandemic was showing itself with the dreadful consequences on the whole world, we worked at Be.Cultour project activities having clear in mind the added value coming from an international network of regions interested in topics as cultural and environmental heritage, circular economy, equity and diversity, sustainability, innovation, citizens' participation, cooperation, and so on...*

*Project actions have been targeted to the North-East part of Basilicata, with a core around Vulture mountain and the higher part of Bradano river valley. This area has emblematic meanings not only for Basilicata tourism, but also for national policies for inner areas. It has historical heritage covering all human's history, villages with wonderful cathedrals and castles, environmental resources, rich food and agriculture, international renown wine cellars, ... all assets not yet organised in an integrated touristic offer; all of them still unconnected to other touristic areas like Matera, that is at a distance of less than one hour driving.*

*With the deployment of project activities, the Pilot Heritage Site showed some further potentialities and some limits, which are described in the action plan. The former are, for instance, in the interest that institutions have shown towards the process; the latter are due to depopulation and to the lack of SMEs which might be the activators of innovation processes. It is, in other words, a very challenging area, and for its peculiarities, it is giving the opportunity to make this action plan a symbol of policy making in sustainable strategic tourism development for inner territories.*

Antonio Nicoletti  
Director APT Basilicata

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## What makes us unique? Introduction and context.

### Pilot Heritage Site – short characteristic

Be.CULTOUR will promote the Vulture - Alto Bradano area, a part of the Basilicata region that is very precious for its several cultural sites and its archaeological and architectural heritage and famous for its naturalistic and gastronomic resources (Mount Vulture, Monticchio Lakes, Aglianico wine, etc.). The area is crossed by the Via Appia Antica Romana 'Regina Viarum'. The area is particularly suited to the development of a circular cultural tourism offer and embraces its location at the crossroads of natural, historical and artistic itineraries.



Complesso della Santissima Trinità (Chiesa incompiuta) di Venosa (PZ)

### Tangible and intangible cultural heritage - including visitor hot-spots

The Vulture - Alto Bradano area, the pilot heritage site of the Basilicata, also accounts for about 25.5% of the total number of natural and cultural assets in its Regional area. The highest peak is Vulture (1326 m) an extinct volcano, whose activity stopped in the Pleistocene, resting on tuffaceous and clayey rocks. On its slopes is the old crater now occupied by the Monticchio lakes. One of the most important centres is the city of Venosa, the birthplace of the famous poet Orazio, with an archaeological heritage of great importance for Roman history. In the area there are signs of the passage of Emperor Frederick II of Svevia, who had important fortresses and castles built in southern Italy, such as those at Melfi and Catel Lagopesole, which are now important archaeological museums in southern Italy. Among the many historical villages in the area, there is also the famous city of Acerenza, with its magnificent cathedral, which in the mediaeval period was an important centre for the history of southern Italy. Both Venosa and Acerenza belong to the network of the most beautiful villages in Italy.

Today, it is one of the most dynamic areas in the region, rich in mineral water springs, land used for the cultivation of vines for the production of Aglianico doc wine, and olive groves for the production of dop extra virgin olive oil and for the presence of industry. The automotive industry of the FIAT brand has been present in the area for over 20 years.



## Existing development strategies and identified gaps

The Vulture - Alto Bradano area needs an enhancement of the tourist offer, especially in towns and small villages that could invest in the enhancement of cultural and natural resources, to generate new youth employment.

The presence of the automotive industry has profoundly marked the orientation of investments and work in the area, so that many young people have not invested in the development of the area and in tourism chains. Today there is a need to rebuild a cultural relationship with the area also from an economic perspective, supporting sustainable tourism development, in line with the principles of circularity. The three-year Touristic Promotion Plan (2021-2024) promoted by the APT Basilicata, plus the investments of the Next Generation EU funds dedicated to this area go in the direction of enhancing the natural and cultural heritage to generate new offers of sustainable and responsible tourism, keeping in the foreground the areas of innovation promoted by the Be.Cultour project, with the involvement of local communities and public-private actors in the area.

Tourism in Basilicata has been hit by the effects of the pandemic right after a very prosperous phase: in fact, between 2009 and 2019, tourist arrivals increased by 44.8%, 27 p.p. more than the Italian average (17.8%), placing the Region first nationally in terms of growth. This figure was strongly driven by the record-breaking increase in foreign tourists, who registered +234.2% in the same period. In line with the rest of the country, Basilicata also subsequently recorded a setback in the change in tourist arrivals in 2020, with a value of -49.7%, which is slightly below the Italian average (-52.3%).

The success of tourism in Basilicata in the pre-pandemic years was strongly influenced by the investments and projects connected to the Matera European Capital of Culture 2019 initiative. The success of this initiative, however, needs to be increasingly consolidated into stable and widespread medium-long term economic value for the territory.

Consequently, Basilicata still remains one of the Regions with the lowest impact of Added Value of tourism on the regional total. In fact, it ranks third last on a national scale in 2018 with a value of 3.3%, below the Italian average (3.9%) and that of Southern Italy (4.4%).

The Region is still suffering the effects of a lack of valorisation of its cultural and environmental resources. These include:

- a local agrifood production of excellence, which has over 70 quality certifications and shows a positive inclination towards the organic sector (21% of the total agricultural area is used for organic crops) . Basilicata ranks 2nd in Italy for the share of added value of the agrifood sector in the total regional economy, with a value of 7.3% (2.6 p.p. away from the Italian average of 4.7%).
- the presence of multiple protected areas, covering more than 194 thousand hectares, which place the region first nationally in terms of the number of protected areas per capita (0.35 hectares per resident vs. 0.10 national average)
- a low population density (55 inhabitants per km<sup>2</sup>), which makes it possible to comply with the new hygiene, safety and spatial requirements, while at the same time guaranteeing adequate protection of the region's natural landscape;
- an important cultural heritage (embodied in Matera), but also bathing heritage, which has allowed five Lucanian beaches (located in the municipalities of Bernalda, Maratea, Nova Siri, Pisticci and Policoro) to obtain the 'blue flag', a prestigious award assigned by the Foundation for Environmental Education certifying water quality and bathing services.

Despite this heritage, the municipalities of Basilicata spend an average of EUR 11.1 per inhabitant to finance cultural activities, far below the national average (EUR 19.4). The regions that spend the most on culture are those of the Centre-North: for example, Trentino-Alto Adige

spends 50.2 Euro per inhabitant, followed by Friuli-Venezia Giulia (37.7 Euro) and Emilia-Romagna (33.1 Euro).

The Basilicata Region is already moving towards the definition of a regional tourism strategy, as shown by the **Basilicata Tourism Marketing Strategic Plan 2022-2026** presented by APT on 10 November 2021. The strategy aims at developing regional skills to enhance local excellence, leveraging on a digital transformation of the tourism industry and improving the hospitality service. In fact, the APT's plan includes the **Pact for Hospitality**, which sees a promotion and communication strategy articulated by segment and target, not only to the outside world but also to locals. A space dedicated to root tourism, for Lucanian ambassadors outside Italy, has also been included.

In line with the strengths and weaknesses identified during the participation to European projects (see Labelscape project in Sub-action 4.1 and thematic project in Sub-action 4.2) and in harmony with the Strategic Plan for Tourism Marketing, the following proposals have been drawn up, which aim at enhancing the regional heritage for the purposes of repositioning in the tourism market, in line with the new consumer demands.

In this context, the goals to be achieved for strategic development of sustainable cultural tourism in Basilicata are:

1. Moving from Marketing Policies to a **Destination Management (DMO)** territorial strategy.

The DMO represents the coordinated management of all the elements that make up a destination (attractions, access, marketing, human resources, image and prices). In Italy, those that are defined as DMOs in the strict sense of the term - including, first and foremost, regional promotion agencies - deal primarily with marketing and communication activities aimed at increasing tourist flows. The **Destination Officer**, on the other hand, is a figure who:

- has the tools to measure, assess and manage the negative externalities of tourism for both economic operators and local communities, in order to maximise the economic but also the social benefits of this sector;
- it is able to manage the image and identity of the Destination through a promotion and communication process that focuses on a unique and stable Brand Reputation over time. This is why the Destination Office is also involved in promoting initiatives for the development of active citizenship. In Italy, the most up-to-date version of the Regulation for the Shared Management of Common Goods<sup>1</sup>, drawn up by Labsus following the experiences gained in recent years in which about 250 municipalities have adopted this legal instrument, provides for the establishment of Neighbourhood Committees, which, set up in association, may propose to the municipality collaboration pacts, in particular concerning interventions for the shared care, regeneration and management of urban common goods, also involving other citizens and organisations interested in projects. Neighbourhood Committees are bodies of participation and consultation and represent a strategic choice for the dissemination and rooting of collaborative practices in valorizing cultural assets through care and regeneration actions activated by citizens. The objective is to build a matrix structure capable of stimulating dialogue between different actors in which neighbourhood committees represent the first interlocutors between citizens and public institutions. This realities assume particular interest from a tourism perspective, first of all considering that modern travellers increasingly value involvement in local life. Promoting projects that place citizens alongside tourists in paths of rediscovery of the territory's heritage can foster a better experience for tourists, but also a continuous rediscovery of their own identity by citizens. Being aware of local identity allows its

<sup>1</sup> [https://www.labsus.org/wp-content/uploads/2018/05/REG\\_Beni\\_comuni\\_versione3.0.pdf](https://www.labsus.org/wp-content/uploads/2018/05/REG_Beni_comuni_versione3.0.pdf)

enhancement over time without communication distortions and to follow a correct strategy for the protection and enhancement of territorial heritage;

- it works in synergy with stakeholders, being fundamental for 'networking' and building relationships with all those interested in the development of tourism in the destination (businesses, institutions, universities and associations).

In order to make Basilicata a leader in this new concept of tourism, ad hoc training courses could be launched for the Destination Officers of the Future within existing structures, for example the Academy for Tourism within the Hub San Rocco in Matera.

APT could be the reference body within which the regional Destination Management structure is placed. A strategic and operational pivot role with the regional structures could also be played by other relevant stakeholders (such as Sviluppo Basilicata).

In order to implement and operationalize the above goals, project activities will be identified, also considering existing projects, to favour the dialogue, support and collaboration of the various stakeholders in the Basilicata region:

- **mapping and analysis the existing sustainability initiatives** in the tourism sector, with a focus oriented towards the MED area, and the elaboration of Facts & Figures on the state of the art of the sector in Italy and Europe;
- **thematic workshops** to activate and favour comparisons and exchanges of experience vertically (among institutions, businesses and organisations) and horizontally (among stakeholders of the same typology), providing also the opportunity to promote good practices;
- **drafting of Policy Brief and other strategic documents**, in order to systematise and harmonise the points of view of all relevant stakeholders (considering also materials collected in the above-mentioned thematic workshops and in local meetings), defining priorities and specific roles to outline strategy recommendations on the implementation of circular and sustainable cultural tourism;
- **implementing digital tools**, such as multitasking platforms, both to collect data for a shared database for tourism operators and also to create opportunities for dialogue and exchange of ideas between different stakeholders. Digital platforms should be used as governance tools able to support the process of strengthening and developing multilateral cooperation frameworks in the Mediterranean region for joint responses to common challenges and opportunities<sup>2</sup>, facilitating the exchange of information, knowledge and experience also in other fields of sustainable cultural tourism in Europe<sup>3</sup>;
- **organising seminars, communication events and alignment meetings on the project**, to share, discuss and communicate the outputs of the implemented initiatives not only with the other European Partners but also with external actors.

Furthermore, The Strategic Tourism Development Plan 2017-2022<sup>4</sup>, drawn up by the Permanent Committee for the Promotion of Tourism, with the coordination of the General Directorate for Tourism of the Ministry of Cultural Heritage and Activities - MiBACT, confirms the primary role of the Regions in the fundamental choices and implementation of the actions of the STP. Among the lines of action is the strengthening of the process for the adoption of CETS (European Charter for Sustainable Tourism in Protected Areas) which is the tool for better

<sup>2</sup> see PANORAMED platform (<https://governance.interreg-med.eu/>)

<sup>3</sup> see ELTIS - The Urban Mobility Observatory (<https://www.eltis.org/>)

<sup>4</sup>

<https://www.ministeroturismo.gov.it/wp-content/uploads/2021/11/Piano-Strategico-del-Turismo-2017-2022.pdf>

management of protected areas, extending the application of the methodology also to cultural tourism offerings and providing support for the completion of the entire certification process, including the final phase involving tourism operators.

In the same Plan, another line of action provides for the harmonisation, through shared standards (also through exchange of experiences and good practices), of the integrated management methods of the information, reception, promotion and marketing functions of the Tourist Information and Reception Offices (IAT) and of the organised and recognised networks of widespread information and reception, emphasising the importance of greater integration between the Regions in order to harmonise the management methods of tourist services. In fact, the implementation of these measures necessarily implies the involvement of the regions, municipalities, local promotion office managers and trade associations, in order to establish shared minimum standards and to outline other implementation strategies concerning training courses and identification elements of the destination brand. In this perspective, it is necessary to work on integration between regions in order to arrive at a shared model that can also potentially be adopted at a national level, and at the same time to emphasise the role of local promotion offices, enabling them to adopt a better and renewed strategy of promotion and communication to tourists on activities and forms of sustainable tourism, as well as on the structures and products in the area that hold environmental and quality certifications.

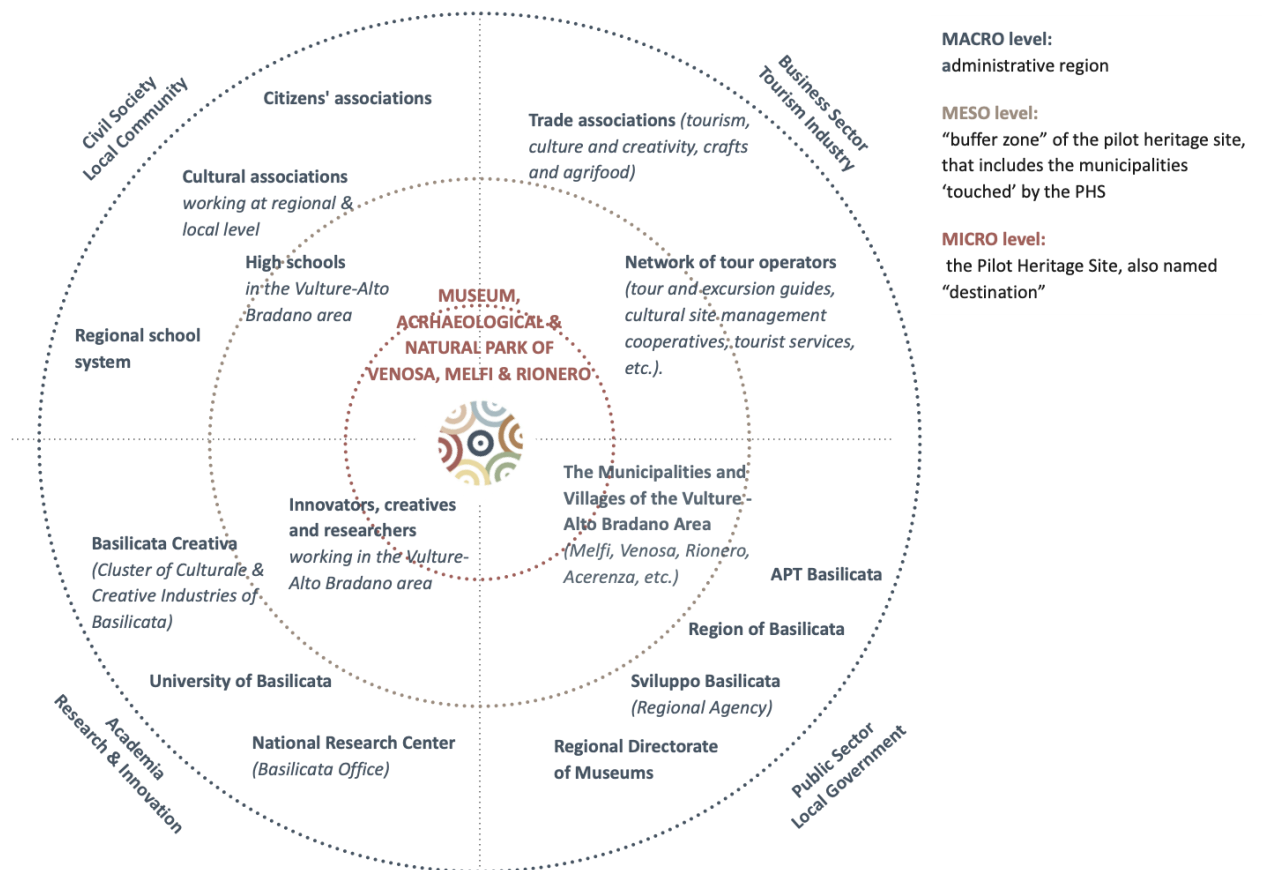
## How can cultural heritage innovations bring us to circular cultural tourism? Local co-creation process.

### Mapping of inclusive and diverse stakeholder ecosystem

The Vulture Alto Bradano pilot area has not so many tourism operators and cultural service enterprises. The participants in the becoming network were mainly entrepreneurs (guides, bloggers, managers of b&bs, travel agencies, etc.) and representatives of cultural associations and few youth organisations willing to invest in cultural and tourism enhancement. The main players in the area are the municipalities & local institutions that manage museums and archaeological areas, parks and protected areas.

There are not many intermediary organisations and local networks that bring together cultural enterprises and operators, and the tourism system is mainly run by micro-enterprises and individual professionals. There are networks of producers in the agri-food sector, but they have not yet made significant investments in the service and tourist accommodation sector.

During the project, we tried to involve all actors who could contribute to the development of sustainable tourism services in the area. Tourism networks and tour operators working in other areas of Basilicata and Apulia were also involved, as they proposed some Vulture-Alto Bradano destinations in their packages. Within the Local Workshops we have also invited the school system and the University, the most important Research Centres operating in Basilicata, and the trade associations that aggregate enterprises in the cultural and tourism sector.



## Mapping of recognized and hidden assets

The pilot site to which APT Basilicata has directed the actions of the Be.Cultour project is a large area, rich in cultural and naturalistic emergencies. Many of the municipalities and villages in the pilot area have a castle or fortified site, one or more churches, an archaeological area or an historical centre, all villages with few inhabitants, have a centuries-old history of great value. There are also numerous naturalistic emergencies, which make up the Vulture park, with the Monticchio Lakes and Mount Vulture representing the most important naturalistic heritages. Venosa, Melfi and Rionero are the cultural centres on which the local workshops were held and on which we focused to imagine a circular tourism development proposed by Be.Cultour. To make the work with the participants in the local workshops easier and more effective, a number of sites were chosen that represented a type of heritage on which to imagine a pilot project based on the five areas of innovation chosen by the APT for Basilicata, along with the Be.CULTOUR transversal innovation approaches:

- Contemporary meanings of Heritage
- Remote Working Destination
- Sensorial Heritage Experience
- Nature As Heritage
- Proximity Travel



Here are the sites of interest on which we invited participants to imagine scenarios and projects:



Melfi Castle



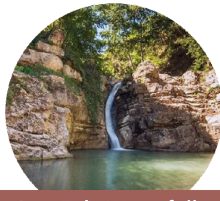
Monticchio Lakes



Venosa  
Archaeological Park



Lagopesole Castle



San Fele Waterfalls



Acerenza Cathedral



Wineries, wineries  
and vineyards



Villages and  
Historical Centres

The area of Vulture-Alto Bradano, which includes the cities of Venosa, Melfi, Rionero in Vulture and others, is also particularly rich in **intangible heritage**, which has been mapped to identify the peculiarities and values of the area from which a innovative approach to cultural tourism can be developed.

From the temple of Metapontum with the mathematics of Pythagoras and Hippasus, to move on to Melfi and Lagopesole, in the castles inhabited by Federico II, Michele Scoto and Pier Delle Vigne, places that saw the drafting of the Melfitan Constitutions and one of the most important books on natural sciences of the Middle Ages: De Arte Venandi cum Avibus. We then reach Venosa, the city of Gesualdo's madrigals, of Horace and Tansillo's poetry and home of the "Incompiuta" (Unfinished), to stop in Monticchio, in the places explored by Giuseppe De Lorenzo on the trail of geology and Buddha.

The rich intangible heritage expressions of Vulture - Alto Bradano can be briefly summarised:

- Horace places and memory
- The history and memory of Federico II "Stupor Mundi", with his scholar, diplomat and councilor Pier delle Vigne and other key figures generating the first European laws
- Gesualdo's Madrigals
- Wine, wineries and vineyards - in particular, "Aglianico del Vulture" wine
- Traditions of Carnivals
- Holy week rituals
- The existence of Bramea butterfly (a unique and rare species still living in the natural sites of the pilot area)
- Arbëreshë culture (Albanian ethno-linguistic minority historically settled in southern and insular Italy)
- Local products festivals (e.g. chestnuts festival - "sagra")
- Ancient archaeological remains depicting the link of mankind with the firmament, linking with astronomy culture
- The histories of Urban II and the Crusades with the Templars
- Southern Italy Brigandage stories
- The art of making bread
- Local craft
- Contemporary festivals (e.g. Vulcania music festival)

This living intangible heritage has a high potential for new interpretation and innovative storytelling, generating new contemporary meanings that can trigger the recognition and awareness of the very rich local history and identity by local communities and visitors (or “temporary residents”), making the Vulture - Alto Bradano recognizable in its peculiar characteristics and values, but without “halting” the ever changing meanings and forms of living heritage expressions. Arts and creativity in all their manifestations can be used here to re-interpret cultural heritage and local identity, generating deep, immersive cultural experiences and thus making the area attractive to new targets (e.g. creative people, youths, digital nomads, cultural travellers, etc.).

## Mapping of specific heritage and cultural tourism-related challenges

What challenges do we face? How do we trigger or accelerate the tourism transformation of the Vulture Alto-Bradano area? How do you imagine these places in 2030? These are the questions we posed in the Local Workshops to the territorial actors, trying to make exercise of collective vision and imagine how to act in the present in order to better understand the challenges and be able to face them more consciously.

Here are some of the challenges that emerged from the discussion in the territories, for the main areas of innovation identified for the pilot heritage site:

- Contemporary meanings of Heritage
- Remote Working Destination
- Sensorial Heritage Experience
- Nature As Heritage
- Proximity Travel

The specific challenges related to cultural heritage valorisation and regeneration in the perspective of the circular cultural tourism approach were identified.

How to implement “circular tourism” in the pilot site?

Here the challenges are related to:

- Accessibility: enhancement of sustainable mobility through public transport and “slow mobility” options, linking with previous and ongoing projects in the Basilicata region such as “bike routes”, but also exploring electric car sharing options, walking paths, etc.
- Attention to energy consumption and different forms of pollution, promoting diverse forms of “eco-labels”, energy retrofit of hospitality structures, water consumption reduction, but also local synergies and symbioses such as circular local food and other goods supply chains, etc.
- Enhancing skills and knowledge related to the circular economy in the tourism sector and other related sectors (agriculture, creative and cultural industries, etc.)

How to involve visitors in an immersive sensorial cultural experience of Vulture - Alto Bradano?

Here the challenges are related to:

- Active involvement of locals - how to engage them as “ambassadors” of Vulture
- Use technology effectively and in a human-centred way, enhancing authentic interaction and relationships between people, and between people and places
- Enhance the understanding of potential and emerging “niche” targets in all seasons

How to enjoy natural heritage in an innovative way?

Here the challenges are related to:

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- Balance flows of tourists with ecosystems, flora and fauna preservation
- Raise awareness to preserve nature and actively involve inhabitants and tourists in sustainable behaviours
- Use technologies effectively, to enhance nature preservation
- Diversify the targets and make the natural sites enjoyable in all seasons

How to attract new “temporary residents” for a medium and longer time?

Here the challenges are related to:

- Enhance the attractiveness of historic towns and villages (addressing depopulation)
- Increase investments able to generate sustainable and longer-term jobs, especially addressing youths, women and vulnerable social groups, especially facing “brain drain”

## Involvement of the community in Actions

The three workshops held in the pilot heritage site (Venosa, Melfi, Rionero) showed a great interest from local stakeholders to be involved in innovative actions to enhance a new circular and cultural tourism attractiveness. All Actions were carefully analysed to identify potential actors that have the capacity to develop them. A general interest in cooperating with the project partners to implement the Actions was reported already during the workshops, which should be further explored through further meetings and discussions, formally and informally. The Action Plan resulting from the first phases of Be.CULTOUR work will be presented to interested stakeholders in the second part of the project, assessing the willingness to cooperate and co-invest in the specific local actions, which are meant as real context experimentative “micro-projects”. Where needed, civil society organisations will be especially involved to engage citizens in community actions, promoting cooperation and collaboration between citizens and local governments (e.g. through “Pacts of Collaboration”).

The experience of Matera 2019 on the active involvement of local communities could be useful to us: we will work on the creation of public-private partnerships aimed at the collaboration between municipalities (and other public institutions) and private individuals from the business world, but above all from the local third sector, aimed at the enhancement of cultural sites that need to be strengthened in terms of cultural and tourist management.

It will also stimulate the establishment of second-level associations that will aggregate local energies, especially cultural associations and tourism networks operating in the Vulture-Alto Bradano area, in order to strengthen the supply chain work.

## Meaning and value of local cultural heritage Actions for European history and culture

The area of Vulture - Alto Bradano has meaningful connections with European history and culture. Since ancient times, this area of Basilicata region was the place where important poets and philosophers lived, linking the site with the common European history of ancient Greeks and Romans. Moreover, the Emperor Federico II, known as “Stupor Mundi” (“*wonder of the world*”) was located in this area, particularly in Melfi where his Castle was built. Federico II has greatly influenced the building of a “European culture”, as his laws (Costituzioni Melfitane) were introduced in most parts of Europe and his cultural influence can still be seen in European culture today.

All the actions that we plan to carry out will aim to create a different storytelling for the Vulture area, which up to now has not been able to valorise its European protagonism of past eras.

For this reason, all our interventions will be aimed at enhancing the historical and cultural connection with Europe, as well as with the Mediterranean, in order to emphasise the

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European value of these territories, which have continued to play a leading role on the international scene: think of Matera, European Capital of Culture and a city recognised worldwide for its universal cultural value.

## Discovering the “beyond” in circular cultural tourism (how Actions address other economic sectors and residents’ needs)

The Actions identified imply the involvement of operators in economic sectors “beyond” tourism: cultural and creative industries, wine producers, agricultural enterprises, third sector enterprises and civil society organisations, as well as the energy, mobility and environmental sectors, etc. The circular economy is thus implemented at territorial level through synergies between diverse sectors and stakeholders, including the reuse/regeneration of less-known and “underused” cultural heritage sites and intangible expressions. The Actions are thus addressed not only to “tourists”, but primarily to residents in the pilot area, enhancing wellbeing, new jobs and entrepreneurial opportunities, releasing creativity and innovation and thus supporting sustainable and long-term growth of the territory. The human-centred approach is key for the Action Plan strategy in Vulture - Alto Bradano, focusing on the relationship between people and with places, aiming at re-discovering and enhancing the “Genius loci” of the sites, from forests and astonishing lakes to cities and towns inhabited since ancient times.

## Why will our Action Plan be sustainable? Monitoring and evaluation.

The Be.Cultour project proved to be an effective tool for the Vulture - Alto Bradano area, to turn the light on the cultural assets of the territory and the need to be better valorised. Thanks to the work carried out during the Local Workshops, we facilitated a collaboration between institutions and private entities to relaunch sustainable tourism- and culture-based development in the pilot area, following the innovative trajectories proposed by the Be.Cultour project.

In addition, other important project matches have happened in the last 20 months, through which we can finance most of the actions and sub-actions in our action plan:

- The lakes of Monticchio and the Vulture area have been chosen along with 20 other villages in Italy for a 20 million euro project to be invested by 2026, to increase tourist services and infrastructure, in a sustainable way;
- The Italian Ministry of Culture has approved and financed a series of pilot actions dedicated to the tourist enhancement of villages. Several projects have been financed in Basilicata, including one in particular that will involve the small village of Rapone and the Vulture area, with an investment of almost EUR 2 million to be spent by 2026;
- The Region of Basilicata has financed a project promoted by the National Research Centre (Lucania office) in collaboration with the University of Basilicata and many companies operating in the heritage, tourism and cultural and creative industries sectors, to implement numerous interventions for the digital & green transition in



Laghi di Monticchio, Rionero in Vulture (PZ)

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several cultural sites, parks and archaeological areas in the region, including in the Vulture area. The project is in the implementation phase and will be completed by 2024;

- The city of Venosa has obtained funding for a project worth over 4 million euros to regenerate a very important old convent in the centre of the ancient village, around 4,000 square metres to be used for tourist and cultural enhancement activities with an intervention to be implemented by 2024;

These are just some of the opportunities already approved and financed in which we will include many actions in our Action Plan, to be implemented by 2026. In the coming months there will be many more opportunities from both regional and national funding.

We are drawing up a TERRITORIAL PACT that involves municipalities, private and public stakeholders, associations and community representatives, so that they all make a formal commitment and support the implementation of the activities envisaged in the action plan, to generate culture- and tourism-based development in a sustainable and circular manner.

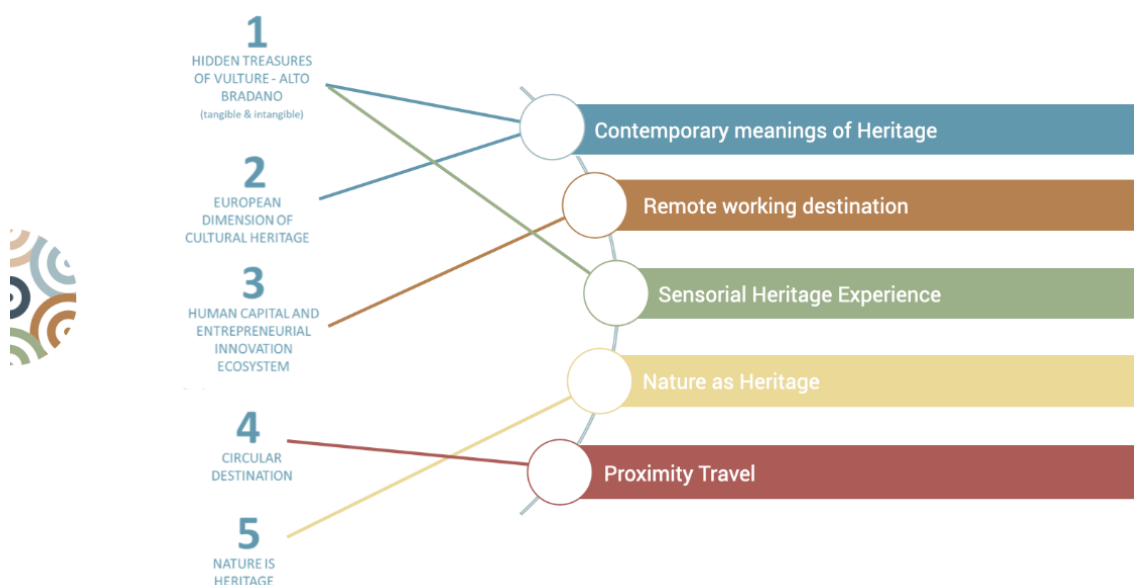
## Action Plan: Overview of actions, sub-actions and innovative solutions

The Strategic Action Plan of Vulture - Alto Bradano for circular cultural tourism aims at re-interpreting in innovative ways the rich tangible, intangible and natural heritage of this unique area of Basilicata to make it a driver of new attractiveness and wellbeing for residents and visitors. Moreover, it aims at strengthening the local entrepreneurial innovation ecosystem to foster longer-term growth and higher resilience, enhancing human capital and creativity and providing opportunities for entrepreneurial education, training and cultural development. The human-centred approach is considered as transversal in all actions, as well as digitalisation and new technologies to support the implementation. Here, technology is considered as a powerful tool to reach the objectives linked to the overall human-centred and circular approach of the Action Plan, fostering higher wellbeing *for all*.

Finally, the Action Plan includes a clear circular economy perspective, aiming at creating a “circular destination” paying attention to sustainable and soft mobility, renewable energy and energy communities projects, no waste and recycling strategy in the area, and the promotion of access to “green” certifications for tourism and non-tourism businesses in the area.

The Figure below shows the main actions and “sub-actions”, which are meant as “projects” to be developed and implemented through stakeholders’ coordination, including citizens action (for example, through Pacts of Collaboration), social enterprise and civil society organisations, as well as synergic public and private finance involving local governments, high-level entrepreneurs and young/to-be entrepreneurs, and sustainable finance institutions.





All actions and sub-actions are explained below. Still, it is important to highlight that the actions and sub-actions will be presented to and discussed with relevant stakeholders, particularly those participating in the three co-creation workshops held in the first year of the project, and thus they could be still adapted and adjusted according to further developments. Hence, the Action Plan in its present form represents a "starting point" for a more extensive and detailed discussion to enhance actions viability and build a robust shared vision for the circular development of Vulture - Alto Bradano.

## Action 1: HIDDEN TREASURES OF VULTURE - ALTO BRADANO (tangible & intangible)

The Action aims to regenerate and valorise the “hidden treasures” of Vulture - Alto Bradano pilot heritage site, including the rich tangible and intangible cultural heritage. Tangible heritage include the historic cities of Venosa, Melfi and Rionero in Vulture, and particularly the heritage sites of archeological remains in Venosa, the Castle of Federico II in Melfi, the Castle of Lagopesole, as well as other historic towns in the area. Intangible heritage is also very rich, from the typical Aglianico wine of Vulture, to local food and crafts such as the art of bread making, rituals and folklore, histories, local languages and cultures, traditional knowledge.

The Sub-actions represent key “projects” for the regeneration and valorisation of less-known heritage sites and intangible heritage expressions, which could be still integrated over time according to a process of open innovation with relevant stakeholders, creative people, citizens, researchers, representatives of vulnerable groups and minority cultures, etc.

### Sub-action 1.1: Connect the pilot area with more developed heritage sites in Basilicata

Some areas of Basilicata region are currently more developed, such as the city of Matera, which was European Capital of Culture 2019 and today represents the most important historic city and cultural tourism destination in Basilicata. Moreover, the “ArtePollino” (art in nature in Pollino mount area), Wonder Grottole, and other interesting experiences are emerging, which make Basilicata a vibrant cultural region, attracting cultural visitors and diverse target groups. In this context, the area of Vulture-Alto Bradano is still less known and less attractive, but it could greatly benefit from better connections with the more attractive destinations in the same region - and nearby regions. Particularly, the Via Appia & Via Herculea routes are worth to be developed as important ancient paths that could become an additional element of cultural attractiveness in the area, connecting different places. Territorial pacts or partnership should be sought to connect & create synergies between the pilot area and other heritage sites of Basilicata region.

<b>When:</b> start date and end date:	2023-2026
<b>Be.CULTOUR innovation area(s):</b>	Smart Destination Management
<b>Identified local challenge(s):</b>	Accessibility, Connections
<b>Cultural heritage asset(s):</b>	Primarily Via Appia and Via Herculea, but this actions links to all heritage sites connecting them in a effective way
<b>Target group(s):</b>	Residents, Cultural visitors, Visitors of Matera and other heritage sites in Basilicata
<b>Responsible stakeholder(s):</b>	APT Basilicata (others TBD)
<b>Collaborator(s):</b>	TBD

<b>Raw budget estimation:</b>	It is not possible to identify a budget for this action as it needs further development
<b>Funding source (European, National, local funds):</b>	Potentially ESIFs, Next Generation EU Fund (Italian PNRR), other National & Regional fund from the new EU programme
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	TBD - connections created
<b>Hackathon?</b> Yes or no	NO

## Sub-action 1.2: Valorise Aglianico wine - Digital Centre for creative storytelling\*

*\*Innovative Solution selected for Be.CULTOUR Hackathon and acceleration opportunity*

Aglianico of Vulture wine is well-known in the pilot area, counting a number of wineries and diverse varieties of wine produced, with high quality and great potential for further development. The Castle of Venosa contains a special room with wine bottles exposed for the public. A digital application for augmented reality could support the realisation of a immersive experience of the wine landscapes starting from wine bottles, using drones and viewers to “live” the landscape from the point of view of a bee or bird, flying over the wine rows and hills in the Vulture agricultural landscape. Creative storytelling should complement this immersive experience presenting the different wineries and types of wine produced in the Vulture area, enhancing the experience of wine through cultural contents.

<b>When:</b> start date and end date:	Start September 2022 (Hackathon innovative solution development) - by 2024
<b>Be.CULTOUR innovation area(s):</b>	Contemporary meanings of heritage, Proximity travel
<b>Identified local challenge(s):</b>	Valorization of tangible and intangible heritage
<b>Cultural heritage asset(s):</b>	Aglianico wine, wineries and landscapes
<b>Target group(s):</b>	Cultural visitors, Wine experts, Youths
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	FlyOn (company), Wineries
<b>Raw budget estimation:</b>	TBD

<b>Funding source (European, National, local funds):</b>	European funding for innovative startups, Private funding
<b>Other resources needed:</b>	Creative contents providers
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of people testing the experience, Number of wineries involved, Number of experiences developed
<b>Hackathon?</b> Yes or no	Yes

### Sub-action 1.3: Gaming & immersive heritage experience attracting new targets

Cultural sites and archaeological areas, Vulture parks and small villages are ideal settings for attracting fans of immersive role-playing games. This type of offer makes it possible to attract target groups other than those of traditional cultural or nature tourism, especially young people (but not only), in every season of the year, proposing a sustainable tourism that fully enhances the historical sites and landscape and also involves local communities in an extremely effective way. In this sub-action, a programme of role-playing games will be carried out, based on the stories of the mediaeval period, featuring Frederick II of Svevia and his castles in Basilicata and Apulia, to narrate the European scenarios in the 13th century and to enhance the castles of Melfi and Lagopesole. Another type of game will be designed and implemented in Venosa, to enhance the figure of the poet Orazio, involving the hundreds of young people who come to the city every year for the gathering of Latinists called 'Certamen Horatianum'. Lastly, other different gaming models could be designed and realised that recount the period of the Crusades in the Holy Land and use the historical figures of the Templars, involving important burgs such as that of Acerenza.

<b>When:</b> start date and end date:	2023 - 2026
<b>Be.CULTOUR innovation area(s):</b>	Sensorial Heritage Experience, Proximity Travel
<b>Identified local challenge(s):</b>	Valorization of tangible and intangible heritage, involvement of young people and local communities, creation of new immersive and sustainable tourism offers, deseasonalisation
<b>Cultural heritage asset(s):</b>	Melfi Castle, Lagopesole Castle, Venosa Castle, Venosa Archaeological Park (one could add Castel del Monte in Apulia)
<b>Target group(s):</b>	Gamers, (especially young people)
<b>Responsible stakeholder(s):</b>	APT Basilicata

<b>Collaborator(s):</b>	Cluster Basilicata Creativa, Schools of the Vulture - Alto Bradano Area, Matera-Basilicata 2019 Foundation, Regional Directorate of Museums
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	European Fund by “Next Generation EU program” & ERDF Regional Fund
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of games offered during the year and number of young people and gamers involved, number of cultural sites involved
<b>Hackathon?</b> Yes or no	NO

#### Sub-action 1.4: Living intangible heritage all year long (Carnivals, festivals, oral traditions..)

One of the challenges for the Vulture - Alto Bradano pilot area is to strengthen the valorisation of intangible heritages, through initiatives and tourist itineraries that are connected to the innovation areas identified within the Be.Cultour project. In Basilicata, ancient traditions (such as carnivals) are revived in moments of high spectacularity and popular participation, confirming and renewing the link with the past and the territory. This sub-action will allow us to involve different stakeholder groups, not only tour operators but also local community actors, third sector organisations and micro-enterprises, to enhance and connect festivals, carnivals, religious processions, etc., designing new offers that can improve the fruition of these heritages that are very important for our territory. The action envisages the involvement of creatives and experts to imagine new models of promotion and storytelling of initiatives and heritages, as well as to introduce technologies that can make initiatives more participative and can generate GEO MAPS, as aggregators of contents and stories useful to involve new targets and build new territorial relations.

<b>When:</b> start date and end date:	2023 - 2026
<b>Be.CULTOUR innovation area(s):</b>	Contemporary meanings of Heritage, Sensorial Heritage, Experience, Proximity Travel
<b>Identified local challenge(s):</b>	Increasing the offer of cultural tourism in small villages, enhancing cooperation between territories, fostering innovative models for the valorisation of intangible heritage
<b>Cultural heritage asset(s):</b>	festivals, carnivals, religious processions, oral traditions, etc, in different villages inside of the Vulture - Alto Bradano pilot area
<b>Target group(s):</b>	Residents, cultural visitors, local artists

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<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	Cluster basilicata Creativa, Municipalities, Pro Loco Associations, Local Cultural Association
<b>Raw budget estimation:</b>	It is not possible to identify a budget for this action as it needs further development
<b>Funding source (European, National, local funds):</b>	European Fund by “Next Generation EU program” & ERDF Regional Fund
<b>Other resources needed:</b>	Human Resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Increased local, national and international visibility of intangible heritages, increased presence in the territories during festivals, religious festivals, carnivals, food festivals
<b>Hackathon?</b> Yes or no	NO

## Action 2: EUROPEAN DIMENSION OF CULTURAL HERITAGE

Two important historical figures dominate the imagery of Vulture - Alto Bradano: the roman poet Horace, who lived in Venosa, and the middle-age Emperor Federico II of Svevia, who established one of his residencies in Melfi.

Both these figures had a key role to build European culture, their cultural influence being still visible today after many centuries. This Action is focused on the enhancement of the European dimension of cultural heritage, providing new opportunities for telling the history and culture of Europe in innovative ways. The sub-actions proposed are related with the valorisation of these two important figures who lived in the pilot area in a European perspective, and the enhancement of story-telling and accessibility / inclusiveness for all visitors.

In particular, in the city of Venosa a series of cultural events dedicated to Horace should be designed and organised, linking also with the existing tradition of the “Certamen Horatianum” organised every year by the high schools of the city, involving young students.

Also, the figure of Federico II should be valorised through innovative story-telling approaches and by raising awareness also through the application for the European Heritage Label. The Castles and villages founded by the Emperor Federico II of Svevia represent a local cultural heritage which has a clear and meaningful link with European history and culture. Federico II was a key figure of European history, advancing arts, culture and legislation in all regions of his large empire. In the area of Vulture - Alto Bradano, there are important places linked to Federico II, his magnificent court, knowledge and inspiration. The Lucanian land can count no less than 19 castra as fortified outposts with a mainly defensive function: Montescaglioso, Petrullo (near Pisticci), Torremare (near Metaponto), Policoro, Gorgoglione, Pietro di Acino (between Cirigliano and Upper Aliano), Melfi, Pietrapagana, San Fele, Muro Lucano, Acerenza, Brindisi di Montagna, Abriola, Calvello, Lagonegro, Maratea, Spinazzola and Rocca Imperiale (this one now in Calabrian territory). And 10 domus or places of rest and recreation as residences: Montalbano, Gaudiano, San Nicola d'Aufidio (Ofanto), Cisterna, Lavello, Boreano, Lagopesole, Montemarcone, Monteserico, Agromonte. The inclemency of natural and human events has wiped out the presence of many of these sites, now ghosts of which only the memory remains (very effectively classified by the eminent historian Tommaso Pedio as

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‘vanished centres’) or for others only ruins. But many others remain, ready to spend their attractive potential to the full. What better testimonial than an emperor who managed to astonish even his greatest detractors, snatching from them laudatory definitions including, to name only the most famous, *Stupor mundi*, *vir inquisitor* and *scientiae amator immutator mirabilis*.

Thanks to its centuries long history, the area of Vulture - Alto Bradano can become one of the hotspots of European culture today, making the travel experience also an educational experience, learning about our common cultural roots and links and meeting European travellers interested in exploring the sites through time and space, towards a really “transformative” travel experience.

## Sub-action 2.1: European Heritage Label “the places of Federico II” in Melfi and surroundings

Melfi is the fourth largest Norman town in Basilicata. Land of Robert Guiscard, to whom we owe the construction of the magnificent Castle that still dominates the village today, and Federico II of Svevia, who considerably enlarged it, it was the seat of the issuance of Federico's 'Constitutiones Augustales' in 1231, the greatest legislative contribution of the Middle Ages with which feudal rights were regulated and the right of inheritance was recognised for women. Federico loved Melfi so much that he chose it, together with Lagopesole, as his summer residence in parallel with Foggia as his winter home. Even before he drafted and promulgated his legal masterpiece, the *Constitutiones*, well aware of its importance, he made it the seat of the Chamber of the Kingdom, the central repository of gold, clothing, weapons manufactured locally by the Saracens, the Archive and the Superior Court of Accounts to which all the royal officials were attached and centralised the administration of finances. Audits and payrolls for stonemasons, carpenters and accounting for every purchase were also carried out here. Anticipating the more ambitious plan to create the University of Naples, he established a *Schola Humanitatis* there to prepare the members of the *Magna Curia*. “Melfia” (Melfi) was a famous centre throughout the Empire where not only nobles and vassals arrived to pay homage or receive privileges, but also hosts of religious, crusaders, pilgrims and thaumaturges of all philosophies. It is said that there was a menagerie, the forerunner of the modern zoological garden, consisting of all those animals that made up the procession that followed the emperor in his transfers between the various cities and castles of his kingdom. Among others there was apparently also a giraffe, the first to be introduced into Europe, a gift from the sultan at the end of the unique bloodless crusade. Work and art flourished on all sides. The emperor expanded an art school outside the guilds and sought out local artists, having them carve elegant portals and architectural details. Famous architects and sculptors were called in to support them: Melchiorre da Montalbano, the brothers Andrea and Sarolo from Muro Lucano, the stonemason Mele from Stigliano. The village was buzzing with activity, overseen by Bishop Richerio, the great executioner who supported imperial policy, despite excommunications and papal bulls. Twice he had found himself at the gates of Rome and had managed to persuade the Swabian to renounce war against the church; important missions had been entrusted to him as fleet commander for the 1228 crusade and for the expeditions to Cyprus and Beirut. For Melfi, which already had a significant presence of its own in the theatre of history, the year 1231 marked its full entry into the scene of the formation of public law in Europe. Here, on 1 September, the *Constitutiones* or *Liber Augustalis* was promulgated, which was later defined as 'the birth of modern bureaucracy' or the realisation of the first state work of art. It is divided into three books (the first of 107 statutes, the second 52, the third 96), the result of the efforts of the most eminent jurists of the time.

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Based on the presence of Federico II as a key hotspot of European history and culture, the sub-action foresees the strategic proposal to candidate the places of Federico II for the European Heritage Label<sup>5</sup>,<sup>6</sup>.

<b>When: start date and end date:</b>	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Cultural Europeanisation, Contemporary Meanings Of Heritage
<b>Identified local challenge(s):</b>	Enhance the knowledge and value of local cultural heritage linking local and European history and culture
<b>Cultural heritage asset(s):</b>	Castle of Melfi, other Castles and villages linked to Federico II
<b>Target group(s):</b>	Local community, European visitors
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	European, Regional
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success (also considering circularity, diversity and inclusion):</b>	Achievement of the EHL; Number of visitors receiving information on the European value of cultural heritage in Melfi and surroundings
<b>Hackathon? Yes or no</b>	No

## Sub-action 2.2: Routes & micro-routes linked to Federico II heritage sites

Linked with the European Heritage Label project for the “places of Federico II” in Melfi and its surroundings (sub-action 2.1), a specific linked project is the improvement of routes & micro routes linked to Federico II heritage sites. This sub-action is strengthened by the proposal of “Cammino Lucano”, one of the innovative solutions for circular cultural tourism selected through the Hackathon Open Call of Be.CULTOUR project.

The micro-routes’ specific trails and bikeways will be integrated within the overall Cammino Lucano project. They will be designed and implemented through a step-by-step process,

<sup>5</sup> European Heritage Label eligibility criteria and application process: [Application process of the European Heritage Label | Culture and Creativity \(european-heritage-label.eu\)](https://european-heritage-label.eu/culture-and-creativity/)

<sup>6</sup> European Heritage Label guidelines for applicants: [EUROPEAN HERITAGE LABEL GUIDELINES FOR CANDIDATE SITES \(beniculturali.it\)](https://european-heritage-label.eu/candidate-sites/)

starting with the Hackathon and Acceleration opportunity, while resources for implementation will be sought after the period of incubation and development of the initial idea.

<b>When:</b> start date and end date:	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Contemporary Meanings Of Heritage, Transformative Travel, Proximity travel, Post-cultural tourism
<b>Identified local challenge(s):</b>	Enhance the knowledge and value of local cultural heritage linking local and European history and culture
<b>Cultural heritage asset(s):</b>	Villages and routes linked to Federico II
<b>Target group(s):</b>	Residents and European visitors, All visitors
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	European, Regional, Local funds, Private funding
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Establishment of new fully equipped routes; Number of people using the new routes; Volume of interactions on social media
<b>Hackathon?</b> Yes or no	Yes (Cammino Lucano)

### Sub-action 2.3: The places of Horace in Venosa and surroundings

Venosa is a municipality in the province of Potenza located in the Vulture area, considered among the most beautiful villages in Italy. Venosa's origins are lost in the mists of time. The prehistoric site of Notarchirico, located a few kilometres from the town, is the oldest in Basilicata. It has yielded numerous fossil remains of extinct animals, the femur of homo erectus and numerous stone tools. The city was founded by the Romans in 291 B.C. to control the Ofanto Valley and the Appian Way. After their victory over the Samnites, the Romans dedicated the city to Venus. The history of this city from this date is linked to the history of Rome, which elevated it to 'Municipium' (Roman city), extending the right to vote and citizenship to its inhabitants. The great Latin poet Quintus Horatius Flaccus was born and spent his adolescence in Venosa.

Every year in Venosa is organised the "Certamen Horatianum", a challenge event involving young students in translating with contemporary meaning the ancient lines of Horace poetry. In Italy, there are some other "Certamen" events which are well-known: dedicated to Cicerone in Arpino, Livius in Padua, Vergilius in Naples and Campania region, and a few others. Moreover, the figure of Horace could be valorised through innovative story-telling and a year-long

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calendar of thematic cultural events & festivals dedicated to his relevant influence for today's European culture - beyond the nameplates currently visible in the city. For some days every year, the Latin language could return to being spoken in the city of Venosa, organising cultural and educational events, engaging residents and visitors through gaming, music, arts, digital tools. This could become a "diffused" Certamen Horatianum, going out of the schools by engaging the whole community and visitors. The details should be designed and implemented, first as a "pilot" action, testing diverse types of games, cultural activities and story-telling tools, to become one of the most relevant festivals in Italy and Europe dedicated to Latin culture and poetry.

<b>When:</b> start date and end date:	2023-2026
<b>Be.CULTOUR innovation area(s):</b>	Contemporary Meanings Of Heritage, Transformative Travel, Proximity travel, Post-cultural tourism
<b>Identified local challenge(s):</b>	Enhance the knowledge and value of local cultural heritage linking local and European history and culture
<b>Cultural heritage asset(s):</b>	City of Venosa, The house of Horace, Heritage sites in Venosa and surroundings
<b>Target group(s):</b>	Residents, European visitors, other visitors
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	Schools, Universities, Municipality of Venosa, others TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	National, local
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of thematic cultural events organised; Number of organisations involved; Number of people participating.
<b>Hackathon?</b> Yes or no	No

## Sub-action 2.4: Accessible heritage for international visitors

Local cultural heritage in the area of Vulture - Alto Bradano is currently difficult to access for international visitors, for matters of language and lack of dedicated services. A comprehensive communication strategy should be developed for all heritage sites in the area, including at least a cultural map, information for national and international visitors, and immersive and educational experiences open to all. Strategies for accessibility "for all" (incl. people with diverse abilities, languages, conditions) should be developed and implemented.

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This sub-action aims to enhance the accessibility of local cultural heritage sites “promoting multilingualism and facilitating access to the site by using several languages of the Union”, according to the Guidelines for European Heritage labelled sites, also “raising the profile and attractiveness of the sites on a European scale, by exploiting the opportunities offered by new technologies and digital and interactive means and by seeking synergies with other European initiatives”.

This sub-action will involve not only the key places expressing a piece of European history and culture in the pilot area, such as Melfi and Venosa, but also all heritage sites in the area, sharing guidelines and using/developing digital tools that can support visitors in learning and sharing their feelings and insights, generating a more intense experience and exchange between residents and visitors as well. Learning from “best practices” such as Sciacca 5 Senses Open Air Museum, tools such as for online voice translation, or Izi travel, could be used in order to overcome language barriers and bring people closer to each other.

In line with the guidelines for European heritage sites, cultural heritage sites in the pilot area should be equipped to:

- ensure high quality of the reception facilities such as the historical presentation, visitor information and signposting;
- ensure access for the widest possible public, for example through site adaptations or staff training;
- clear information on the opening hours for the public;
- grant young people privileged access to the sites;
- develop a coherent and comprehensive communication strategy highlighting the European significance of the site.

To implement this sub-action, simple and easy-to-use guidelines and targets will be developed to enhance the accessibility of heritage sites, and a series of meetings will be held with site managers to ensure coordination and cooperation, as well as common action. By 2026, all heritage sites in the pilot area should have at least the possibility of visit in English, including historical presentation, visitor information and signposting, as well as opening hours and ticket information online, discounted or free access for young people, and a coherent and comprehensive communication strategy.

<b>When: start date and end date:</b>	2023-2026
<b>Be.CULTOUR innovation area(s):</b>	Contemporary Meanings Of Heritage, Transformative Travel, Proximity travel, Post-cultural tourism
<b>Identified local challenge(s):</b>	Enhance accessibility “for all”
<b>Cultural heritage asset(s):</b>	Transversal - including all heritage sites in the pilot area
<b>Target group(s):</b>	All type of visitors
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	TBD

<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of heritage sites achieving all targets; Number and % of international visitors; Number and % of visitors with diverse abilities.
<b>Hackathon?</b> Yes or no	No

## Action 3: HUMAN CAPITAL AND ENTREPRENEURIAL INNOVATION ECOSYSTEM

During the course of Matera2019, Basilicata and the city of Matera invested in capacity building actions aimed at the territory's cultural and creative operators. Until then, almost none of the European Capitals of Culture had addressed the issue of human capital in a strategic approach. Matera was also one of the first ECoC in Europe to host a large number of volunteers from different countries through the European Solidarity Corps programme, with a project called Human Capital involving over 50 host organisations and more than 100 volunteers, who were part of the official matera2019 volunteer network.

This good practice, which has generated tangible and effective impacts on the territory, can be adapted and replicated in the Vulture-Alto Bradano area, which needs support for the management of cultural sites, support for the design of innovative processes involving young people, capacity building for cultural operators, tour operators and employees working in cultural institutions and private organisations operating in tourism in the pilot area.

In addition, the Matera2019 experience has experimented with new forms of contamination involving artists within public and private organisations, thanks to which it is possible to accelerate processes of innovation, digital and green transition, also in line with the programmes promoted by the European Commission related to the New European Bauhaus.

This specific action intends to capitalise on the experiences of Matera2019 and wants to propose innovative and alternative systems to support the sustainable growth of tourism in the Vulture Alto-Bradano area, through 3 sub-actions dedicated to the most important stakeholders in the area, such as wine producers, who can be important players in future tourism investments.

Working with human capital means above all spreading a culture of sustainable enterprise in the pilot territory, which, having invested in the automotive industry in recent years (with the presence of FIAT), has generated more employees than entrepreneurs. Tourism is an industry that needs to generate micro-enterprises, family businesses, professionals and self-employed businesses. To do this, we need to create effective paths of 'entrepreneurial awakening' and active involvement of young people.

It is also necessary to guide public and private operators in sustainable digital and green transition paths, which are not easy in this historical phase, but are necessary, especially in view of the important projects that will be carried out in the coming months in the Rionero and Monticchio Lakes areas.

The action will involve numerous villages and municipalities, including Venosa, Melfi, Rionero, Acerenza, Lagopesole, Rapone and many others. There will be artistic residency projects, actions linked to national and European youth mobility, capacity building paths addressed to civil servants, private operators, third sector operators, in agreement with some projects already financed in the area, such as the 'Basilicata Heritage Smart Lab' project, led by the CNR,

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the University of Basilicata, ENEA and many cultural, creative and tourist enterprises in Basilicata.

This action has a strong potential on the relations between the Vulture-Alto Bradano Pilot Area and Europe, as effective collaborations can be generated especially in the sub-actions related to European mobility and artistic residencies for innovative interventions.

### Sub-action 3.1: Artistic interventions in heritage sites & enterprises

Talking about art interventions means going beyond the aesthetic dimension of artworks by triggering cross-fertilization processes between art practices and other domains able to engage local communities and organisations, institutions, and enterprises to catalyse innovation and sustainable development. During the last years, the attention to art-driven strategies has been growing from both public and private sectors, as also evidenced by other European programs [e.g., S+T+ARTS; Artformation] in particular referring to the green transition for the development of a more enriching, inclusive and sustainable future. Indeed, these are the three pillars of the New European Bauhaus initiative, which was launched in 2021, highlighting the emerging trend and the need to bridge the world of science and technology with art to make the Green Deal a cultural experience. At the same time, contemporary artistic research and practices are converging towards the same direction of engagement: imagining and shaping artworks that develop knowledge, raise awareness, or design solutions to face these challenges.

On this basis, the sub-action aims to implement some specific initiatives in order to support the creation of a local ecosystem in the Vulture-Alto Bradano area through art residencies, which still represent one of the best ways to generate impacts on the host territories. They will be designed and implemented through a step-by-step process, starting with a "pilot project" that could be inscribed in AIR, the reference platform for Italian artist residencies<sup>7</sup>. It includes a wide database of residences operating in Italy and abroad, supporting the network and promoting new cultural tourism service that allows to travel and discover in unconventional ways lesser-known Italian territories. In detail, the sub-action will be implemented following three main strand of research and outputs:

- A program of temporary exhibitions in some heritage sites as a result of co-creation projects with and within the area. Priority will be given to cultural sites, especially if they are disused or underutilised, in order to revitalise latent heritage and its potentialities. The first site identified is the Abbey of the Holy Trinity, also known as the "Incompiuta" (the "Unfinished"), which is located within the Archaeological Park of Venosa.
- An itinerary of land art that integrates with the human and environmental context by encouraging the reinterpretation of places for sustainable tourism through analog and digital means, enhancing local resources and biodiversity. These kinds of actions are a powerful tool to rethink the models of coexistence between man and nature as shown by similar experiences<sup>8</sup>. The Vulture-Alto Bradano morphology is well suited for these interventions which could be developed in synergies with the other itineraries and routes of the action plan [Sub-actions 1.1; 2,2; 5.1]

<sup>7</sup> [www.artinresidence.it](http://www.artinresidence.it)

<sup>8</sup> In the Italian context, the "Artwalks" projects promoted by Sineglossa Creative Ground represent a good example of creating land art itineraries to encourage sustainable tourism and stimulate local economies with environmental responsibility. Their last project "Frontignano Art Walks" was developed in the Sibillini National Park. <https://www.frontignanoartwalks.it/#fifth>



- Art-based initiatives (ABI) will be implemented to trigger product and process innovation in enterprises or local supply chains. In fact, among the different drivers for contributing to the sustainable transition, the ABI are attracting increasing interest from research and organisations. The concrete introduction of the arts into business strategies and entrepreneurial contexts is mostly based on the Art Thinking methodologies (Panozzo, Cacciato, 2021) which can lead to cross-innovations or empower SMEs towards new ways of acting<sup>9</sup>. These initiatives will be developed in collaboration with Materahub, that has gained considerable experience in the field.

<b>When:</b> start date and end date:	2023 - 2026
<b>Be.CULTOUR innovation area(s):</b>	Contemporary meanings of Heritage, Remote Working Destination, Sensorial Heritage Experience
<b>Identified local challenge(s):</b>	Accelerating innovation processes and growing the cultural and tourist offer
<b>Cultural heritage asset(s):</b>	Disused or abandoned sites of great cultural or natural interest (Melfi, Venosa & Rionero)
<b>Target group(s):</b>	Citizens (of all ages), Businesses and Public Institutions
<b>Responsible stakeholder(s):</b>	ATP Basilicata in collaboration With Matera-Basilicata 2019 Foundation
<b>Collaborator(s):</b>	Cluster Basilicata Creativa, University of Basilicata, Art & Cultural local networks (like Project Leader of Matera 2019)
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	TBD
<b>Other resources needed:</b>	TBD
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of projects and ideas for the redevelopment of disused sites, Number of citizens and organisations involved in activities,
<b>Hackathon?</b> Yes or no	NO

<sup>9</sup> P. Panozzo, S. Cacciato (2021), Models for Art & Business Cooperation, Journal of Cultural Management and Cultural Policy, pp. 169-197.



## Sub-action 3.2: Capacity building for tourism business operators - and beyond

Generating sustainable investments in the tourism sector is not a mission impossible: the experience of Matera teaches us that thanks to the development of the non-hotel sector and the ability of citizens to transform themselves into quality hospitality operators, a destination can grow quickly by increasing both beds and related services.

In addition, many entrepreneurs working in tourism-related sectors (such as agrifood companies) can invest in hospitality or entertainment services, creating new quality and sustainable experiences that benefit both the production sector and the growth of the destination.

However, entrepreneurial and sector-specific skills need to be improved, including through targeted pathways related to green and digital competencies.

This sub-action will serve to create capacity-building pathways for 3 macro-categories of learners:

- entrepreneurs already operating in the tourism market in the Vulture-Alto Bradano area;
- entrepreneurs in the area who belong to sectors “beyond” tourism (especially wine production enterprises);
- young aspiring entrepreneurs who can and want to invest in tourism, also thanks to the support of family systems.

3 different pathways that should be oriented towards the acquisition of key competences that are very complementary to each other:

- ethical and sustainable entrepreneurial education
- green and circular enterprise education
- education in the sustainable use of technology
- education in networking and the creation of short supply chains
- education in innovation and new forms of experiential tourism
- education in new forms of exploiting cultural and natural heritage
- etc.

Capacity-building activities will be designed and customised according to a scheme based on peer-to-peer learning models and challenge-based methodologies, in a pathway lasting approximately 24 months, linked to regional and national calls for tenders for the start-up and expansion of businesses in the tourism and culture sectors, as well as investment programmes for the renovation of real estate for commercial purposes or for the construction of new non-hotel residences. The University of Basilicata and other universities or study centres specialised in the creation of territorial supply chains will be involved, as well as all category associations that can recruit existing and aspiring young entrepreneurs.

These territories have never had business schools or management schools and there are no effective educational paths or vocational training activities for the tourism sectors. There are, however, high school institutes on tourism and hotel management in Venosa and Melfi, which should be involved in order to improve educational programmes aimed at entrepreneurial education and business start-ups.

**When:** start date and end date:

2023 - 2025

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<b>Be.CULTOUR innovation area(s):</b>	Contemporary Meanings Of Heritage, Transformative Travel, Proximity travel, Post-cultural tourism
<b>Identified local challenge(s):</b>	Accelerating innovation processes and growing the cultural and tourist offer
<b>Cultural heritage asset(s):</b>	TBD
<b>Target group(s):</b>	Students, entrepreneurs, cultural and creative operators, tour operators, etc.
<b>Responsible stakeholder(s):</b>	APT
<b>Collaborator(s):</b>	Basilicata Creativa Cluster, University of Basilicata, CNR, etc.
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	TBD
<b>Other resources needed:</b>	TBD
<b>Indicator(s) for success (also considering circularity, diversity and inclusion):</b>	TBD
<b>Hackathon? Yes or no</b>	NO

### Sub-action 3.3: Entrepreneurial education, training and international mobility especially involving youths, women and vulnerable groups\*

*\*Innovative Solution selected for Be.CULTOUR Hackathon and acceleration opportunity*

Youth emigration in the Basilicata area is one of the weak points for the sustainable and entrepreneurial growth of sectors such as tourism and the cultural and creative industry. The lack of entrepreneurial culture and the desire for social redemption have pushed families in the region to make their young people emigrate, with the sole objective of acquiring a degree outside their home, increasing “brain drain” processes. In the last years, and recently enhanced by the pandemic issues and remote working possibilities, the movement of “South Working”<sup>10</sup> based in Basilicata has become a reference organisation for young skilled professionals wishing to come back to their home cities and villages and contribute to their sustainable development, helping to create new opportunities and jobs. Despite the interesting and innovative efforts ongoing, the emigration rate is still very high and there are currently no adequate policies to prevent this process.

In Basilicata, however, there are many higher technical institutes that can be geared towards improving teaching programmes to foster the sharpening of entrepreneurial, digital and green skills, also following the schemes promoted by Europe, such as the EntreComp (framework for

<sup>10</sup> [South Working – Lavorare da dove desideri fa bene a te e ai territori](#)  
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entrepreneurial skills), DigiComp (framework for digital skills) and GreenComp (framework for green and circular economy skills).

In addition, Europe, through various international mobility and exchange programmes, promotes inclusion and internationalisation, especially of young people, women and vulnerable groups such as migrants or people with disabilities.

This action involves the design and implementation of international mobility paths through the European Solidarity Corps and Erasmus for Young Entrepreneurs programmes, based on an initial phase of recruitment of host organisations in the Vulture area and a planning of activities lasting approximately 24 months, following the experience of the Human Capital project promoted by Fondazione Matera-Basilicata 2019.

The young people involved from EU and non-EU countries eligible for grant funding programmes will be involved in Hackathon-style territorial actions, targeting different activities in which they will be involved together with local youth communities:

- territorial residencies for the conception and testing of prototypes of experiential visitor routes;
- territorial residencies for raising awareness on the care of green areas and public spaces (see the Gardentopia project promoted by Matera 2019);
- territorial residences for the intergenerational involvement of young and old in the villages, for new forms of narration of the territories;
- etc.

This sub-action will be implemented also through one of the innovative solutions selected for the Be.CULTOUR Hackathon and Acceleration opportunity, namely “Triple L tourism: Leave, Learn, Live”, which aims to organising classes in Venosa of temporary residences for students (Italians and foreigners, in particular for the latter, opening the possibility that they can carry out the entire Erasmus period in the location chosen) in collaboration with the University of Basilicata. The idea is to create a new community in Venosa and then in the villages, through living in a place temporarily but constantly.

<b>When: start date and end date:</b>	2023 - 2025
<b>Be.CULTOUR innovation area(s):</b>	Contemporary Meanings Of Heritage, Transformative Travel, Proximity travel, Post-cultural tourism
<b>Identified local challenge(s):</b>	Community involvement, youth involvement, involvement of business organisations and the third sector, support for internationalisation processes
<b>Cultural heritage asset(s):</b>	Historic Villages in the Vulture - Alto Bradano Area
<b>Target group(s):</b>	Young people from Lucania and southern Italy, young people from other European countries, local communities, entrepreneurs, cultural and tourism operators
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	Organisations in Southern Italy dealing with European programmes working with mobility for young people and entrepreneurs
<b>Raw budget estimation:</b>	TBD

<b>Funding source (European, National, local funds):</b>	TBD
<b>Other resources needed:</b>	TBD
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of exchanges promoted and number of innovative projects in the area arising from exchanges
<b>Hackathon?</b> Yes or no	Yes (link to Triple L tourism: Leave, Learn, Live)

## Action 4: CIRCULAR DESTINATION

Sustainable tourism is defined by the UN World Travel Organisation as tourism that “takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”. Among the industry, however, there is still a lack of awareness of the tangible benefits of “greening” the tourism ecosystem, e.g. by applying circular economy actions that can result in reduced costs in the long-term and over the entire life-cycle of the product/service, or promoting sustainable businesses by using ecological labels. The Covid-19 crisis was an unprecedented shock both for the tourism supply - causing supply chain slowdowns due to disruptions in production activities in several sectors - and for demand - the reduction of which was caused by the crisis in the labour market with a consequent reduction in disposable income. The new consumer demands and the growing attention to the demands of environmental sustainability, which were already becoming apparent before Covid-19, have been highlighted even more by the pandemic, which has brought about a decisive acceleration in the change of development strategies and recovery in tourism. In this context, many projects have demonstrated the benefits of a green approach in enhancing the overall resilience of the sector, also showing a better ability to adapt to sudden changes in the market, outlining a new mindset capable of translating into operational tools. This is why there has been an increase in funding to support projects, innovative development ideas and practices that promote the sustainable use of resources in one of the following areas:

- 1) achieving tourism sustainability certifications in territorial tourism policies<sup>11</sup>, in order to improve sustainable and responsible tourism management, exploiting already existing and internationally recognised certification schemes, such as that of the GSTC (Global Sustainable Tourism Council);
- 2) advancing knowledge and practice for sustainable urban mobility<sup>12</sup>, using a variety of methods and engaging interdisciplinary partners to discover new mobility innovation, to test and develop integrated and complementary sets of sustainable urban mobility measures;
- 3) building capacity, stimulating investments and supporting implementation of policies focused on energy efficiency and small-scale renewables<sup>13</sup>, focusing on the role of Energy

<sup>11</sup> See the Interreg Mediterranean Labelscape project (<https://labelscape.interreg-med.eu/>)

<sup>12</sup> See CIVITAS Initiative (<http://civitas.eu/>)

<sup>13</sup> See LIFE programme

([https://ec.europa.eu/growth/sectors/tourism/funding-guide/life-programme\\_en](https://ec.europa.eu/growth/sectors/tourism/funding-guide/life-programme_en)) and CENTRAL EUROPE Programme (<https://www.interreg-central.eu/Content.Node/4-energy-final.pdf>)

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- Communities<sup>14</sup> in supporting a collective, shared and citizen-driven clean energy transition towards a more inclusive, sustainable and equal consumption model;
- 4) adopting no waste & recycling strategy in all activities, developing and testing innovative ideas to support tourist operators towards the transition to a circular economy, by fostering an integrated system at local/regional level<sup>15</sup>.

This Action aims to enhance and monitor the sustainability and circularity performance of tourism in the pilot area, boosting the awareness of all involved actors, enhancing their capacity to develop and integrate sustainable innovations in their business practice. The proposed approach considers sustainability, resilience and circularity as key factors of competitiveness in the rapidly changing global tourism market scenario.

The Sub-actions represent key steps to develop specific and operational guidelines, approaches and tools able to stimulate and support the green transition of tourism enterprises, highlighting the benefits of green initiatives not only in the enhancement of their resilience capacity, but especially in activating new virtuous dynamics among all stakeholders in disseminating, implementing and promoting more environmentally sustainable actions towards circular cultural tourism.

The proposed actions can link local experiences to other international experiences, establishing a network of virtuous examples in which cultural exchange becomes a way of dialogue and mutual improvement, but can also represent an opportunity to share positive results in order to stimulate other realities to knowledge and implement projects and initiatives to become a “circular destination”.

Furthermore, these actions aim to establish a national and international network across the different economic sectors through the contamination (of methods and ideas) between the actors of the extended tourism supply chain. These actors include international organisations, national, regional and local government representatives, tourism sector agencies, organisations supporting tourism enterprises, the business and research community and, finally, local communities.

### Sub-action 4.1: Green certifications for tourism enterprises and beyond (e.g. agriculture)

Certification for sustainable tourism is one of the most effective tools for meeting the challenges outlined. It is, in particular, a voluntary accountability tool, which is a response to new market needs

There are currently some 180 certification programmes worldwide. At European level the most known and implemented sustainability frameworks are EU Ecolabel, EMAS, PEF/OEF schemes and GSTC certification.

But this large offering provides an element of complexity for organisations seeking certification. International bodies, such as the United Nations Environment Programme (UNEP) and the United Nations World Tourism Organisation (UNWTO), created a thematic scheme only for tourism, the Global Sustainable Tourism Council (GSTC) certification, with the specific aim of promoting social responsibility through the development of standards for sustainable tourism.

In 2019, Basilicata was one of the ten partners of the Interreg project “LABELSCAPE: Integration of Sustainability Labels into Mediterranean Tourism Policies” (Interreg MED project). The

<sup>14</sup> See European Energy Communities Initiatives

(<https://energy.ec.europa.eu/topics/markets-and-consumers/energy-communities>)

<sup>15</sup> See CEnTOUR project (<https://circulartourism.eu/>)

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project involved 10 partners from 7 South European countries around the Mediterranean (Slovenia, France, Spain, Greece, Italy, Portugal, Croatia) who have worked together on sustainable tourism labels, especially by testing them in 8 territories at local, regional, and national levels.

In Basilicata, the LABELSCAPE project was supported by Sviluppo Basilicata, the project partner, but also by the Basilicata Region and the Basilicata Tourism Promotion Agency (APT Basilicata), which are together already engaged in the implementation of the Action Plan for the Recovery of Tourism in Basilicata<sup>16</sup>.

The Labelscape project sought to provide a response to market changes in the tourism sector in recent years, providing a concrete tool to steer regional tourism strategies towards a sustainable path. The aim of the project was to strengthen the role of tourism sustainability certification in territorial tourism policies, in order to improve sustainable and responsible tourism management, by exploiting already existing and internationally recognised certification schemes.

The Labelscape project identified the GSTC certification as possible certification suitable for the context of the Basilicata region. The GSTC has created two types of tourism sustainability certifications: one for hotels and tour operators (GSTC C-HTO), and another for destinations (GSTC CD). The second provides the possibility for the whole territory to be certified. As some of the criteria to be met are similar for destinations and individual operators (e.g. hotels), this certification favours the establishment of collaboration and synergies among different actors but with common issues<sup>17</sup>.

The importance of tourism sustainability certification as an effective tool for strengthening the tourism offer and attracting quality tourism was also affirmed in one of the project's main outputs, i.e. the policy recommendations for increasing competitiveness of tourism destinations through sustainability certification<sup>18</sup>.

In the Labelscape project, the Basilicata partners have interpreted the improvement and innovation of the tourist offer by following three key words - "integration", "internationalisation", "innovation" - in order to present Basilicata as the "ideal destination" for restart tourism in a sustainable way, as it is a region where the environment has a pervasive dimension, visible not only in the landscape but also in the culture of local communities.

In Basilicata, the environment is part of the identity of its citizens. It is both an asset and a resource, for a tourism product in which diversity, uniqueness and universality of values coexist. So one of the main challenges for local tourism operators is to put this "green" value at the centre of tourism, contributing to local development through the integration of the needs of the contemporary tourist, the identity of local people and the instances of sustainability. Enhancing this value and communicating it to travellers is not just an informal action, but requires the involvement of all tourism stakeholders in working for a destination brand, recognized through international certification, able at positioning all the local values at the centre of the tourism message. The achievement of this goal implies also an effort of promotion agencies in adopting a strategy based on new languages and new tools.

<sup>16</sup> P.A.R.T.I. Basilicata! Piano di Azione per la Ripresa del Turismo In Basilicata  
[progetto-partibasilicatafinale.pdf \(ticonsiglio.com\)](#)

<sup>17</sup> For example, a territory is often characterised by structures that have shortcomings and strengths in common and, with a territorial strategy of vision and pragmatism, can aspire to obtain a single certification scheme.

<sup>18</sup>



Starting from the experiences gained and the results obtained from the Labelscape project, the Be.Cultour project intends to capitalise on the system of knowledge and relations in the area in order to continue investing economic and human resources) for the definition of a **plan for tourism sustainability certification at destination level**. Indeed, taking advantage of the possibility offered to certify the entire territory, the Be.Cultour project identifies in the definition of a **plan for tourism sustainability certification at destination level** an opportunity to improve the contamination of ideas between public institutions involved in territorial promotion and businesses, unifying the strategies of the various entities and creating a critical mass of resources, especially in small municipalities. In line with the results of Labelscape project, the following activities should be implemented:

- enter into a partnership with an accredited certifying body (both for the preparation phase and the subsequent audit phase), which could be operationally governed by the Destination Office, to be set up within APT or a Regional Department;
- create a database - also accessible to operators in the sector - that would census all the elements that are indispensable to obtain certification, also reclassified at a sub-territorial level;
- on the basis of this census, draw up a memorandum of understanding and collaboration that involves all territorial stakeholders in the process;
- involve in the process all the emerging realities that will access the PNRR's substantial funding, in the areas of tourism and agrifood;
- strengthen the role of the institutions and organisations in involving all local tourism stakeholders to synthesise their needs and the system of opportunities and relations present in the area, in order to create synergies and paths aimed at favouring the implementation of regional strategies of sustainable development.
- define a chrono-programme of actions, with the related process governance and reporting. This chrono-programme of actions should also consider 'enabling' public investments, such as those in connectivity.

Considering that the achievement of tourism sustainability certification requires substantial resources to face financial and organisational barriers and that the implementation of a territorial strategy requires the supervision and support of a regional body, as was already the case with the Labelscape project, the Be.Cultour project also aims to establish a dialogue with the organisations that have decision-making and financial capacity in this field. The awareness-raising and synthesis action which is intended to be carried out, in continuity with the work already done by the Labelscape project, would also require concrete financial support, from the regional government to the enterprises in their pathway towards certification of tourism sustainability.

<b>When:</b> start date and end date:	2023-2027
<b>Be.CULTOUR innovation area(s):</b>	Circular tourism, Smart destination management
<b>Identified local challenge(s):</b>	Putting Basilicata "green" value at the centre of tourism, contributing to local development through the integration of the needs of the contemporary tourist, the identity of local people and the instances of sustainability Strengthening the role of tourism sustainability certification in the design of attraction and development policies for quality international tourism;

	<p>Collecting and analysing strengths and weaknesses of existing certification initiatives (in particular those of the Global Sustainable Tourism Council - GSTC);</p> <p>Progressively integrate tourism sustainability marks/labels into Basilicata's tourism promotion policies;</p> <p>Facilitating the exchange of experiences and qualified networking between project members and external stakeholders, involving main players in the Region's tourism sector;</p> <p>Defining a plan for tourism sustainability certification of the GSTC at destination level,</p> <p>Supporting private structures that want to achieve certification and/or access public tenders and resource</p>
<b>Cultural heritage asset(s):</b>	—
<b>Target group(s):</b>	tourism enterprises, agencies for territorial promotion, businesses, certifying bodies, municipalities, research bodies
<b>Responsible stakeholder(s):</b>	APT Basilicata, certifying bodies
<b>Collaborator(s):</b>	municipalities, research and academic institutions, agencies for territorial promotion, businesses
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	<p>PNRR's funding</p> <p>European Fund for Strategic Investments (FEIS)</p> <p>European Structural and Investment Funds (SIE funds)</p> <p>European Regional Development Fund and Cohesion Fund (FESR/FC))</p> <p>InvestEU</p> <p>European Bank for Reconstruction and Development (BERS)</p> <p>LIFE program</p> <p>Horizon 2020</p> <p>Competitiveness of small and medium-sized enterprises (COSME)</p>
<b>Other resources needed:</b>	Human Resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	N. of tourism enterprises applying for European sustainability certification Baseline = The level of uptake of environmental footprint methods (PEF/OEF), EMAS, EU Ecolabel and other certification schemes by tourism SMEs is low, the project will contribute directly to enhance access and implementation of sustainability frameworks and tools in the sector.
<b>Hackathon? Yes or no</b>	NO



## Sub-action 4.2: Sustainable mobility through electric vehicles and “soft” mobility

Travelling represents the most important contribution to CO<sub>2</sub> emissions in the tourism sector. Almost half of the greenhouse gas emissions generated by tourism activities are linked to travels (e.g. by plane and cars)<sup>19</sup>. When tourists arrive at the destination, in most cases they already have made a considerable CO<sub>2</sub> footprint, which will not disappear no matter how small the negative effects on the environment during their stay. Hence, at the very outset, the travelling component of tourism consumption and production challenges the environmental sustainability of tourism. To develop the area of Vulture - Alto Bradano as a circular tourism destination, the issue of sustainable mobility needs to be addressed, along with accessibility of remote areas not well connected through public transport.

As an example, the “green mobility” project in the Val d’Hérens, in the Swiss Alps, could represent an inspiration for circular tourism implementation. In this area, electric cars were introduced to enhance sustainable mobility, generating diverse benefits for tourists, residents and the environment<sup>20</sup>.

Sustainable mobility is also linked to “slow” mobility, including walking and cycling paths. In Basilicata, among the initiatives of Basilicata Tourism Marketing Strategic Plan 2022-2026, the APT has developed the 'Basilicata Free to move' App<sup>21</sup> to promote outdoor tourism in the Region. The app is made with funds from the EU project THEMATIC - Interreg ADRION<sup>22</sup>, in which the Basilicata Regional Promotion Agency is a partner, which envisages the countries involved carrying out activities focusing on the promotion of sustainable tourism.

The app is interactive, multilingual and updatable and allows users to access a series of itineraries with several hundred kilometres of trails through parks and villages (21 cycling and

<sup>19</sup> Sustainable Travel International, “Carbon Footprint of Tourism” [Carbon Footprint of Tourism - Sustainable Travel International](#)

<sup>20</sup> [Green mobility at Val d’Hérens](#)

The Maya Boutique Hotel opened in 2012 in the Swiss Alps. It is a pioneer hotel with a unique ecological concept, combining luxury, innovation and sustainability; the first hotel built with straw bales. The hotel implements a "Green" approach to hospitality that makes no compromise on excellence, comfort or the authentic experience. It is in this context and with this approach that the Green Mobility Project was implemented.

Impacts: Reduce CO<sub>2</sub> emissions from eco-friendly transportation; A collective approach to rethink tourist mobility in one regional destination.

The principle: A network of electric cars and charging stations available for hotel guests, throughout the entire valley, located in the heart of the Swiss Alps. A "Green" mobility service on-site for flexible individual excursions.

Pay What You Want: The principle "Pay What You Want" business model is applied to this service. The guest decides on the financial remuneration he will give in return. This way, he becomes an active participant of the service. Thus, customer satisfaction is enhanced by a sense of privilege. The financial contribution is not perceived as an expense but as an appreciation of a valued service.

Advantages: Travellers’ transportation is one of the most polluting sources in the tourism industry. This new service motivates guests to reach their destination by public transportation, as well as offering on-site eco-friendly mobility. In addition, the region produces its own hydroelectricity which supplies the charging stations. Clean air, silence, flora and fauna are valuable assets to be preserved for sustainable hospitality.

Source: COSME Centour project, 2021, *Circular economy best practices in the tourism industry handbook*, [Deliverable-D1.4-Copy-1.pdf \(circulartourism.eu\)](#)

<sup>21</sup> <https://play.google.com/store/apps/details?id=it.itineraria.basilicatafreetomove&hl=it&gl=US>

<sup>22</sup> <https://thematic.adrioninterreg.eu/>

walking routes in Basilicata equal to 1729 km), available in four languages, as well as informations on the various options available in the area for accommodation facilities, services, points of interest, bike hotels, restaurants, en plein air activities and other services such as bike shops and workshops.

The interactive map allows users to view their position on the route via the device's GPS, even without an internet connection: maps can be downloaded, thus avoiding data traffic consumption. In the event of distraction, a notification alerts you if you stray from the route and you can report any problems on the routes by automatically communicating your GPS position.

As part of THEMATIC project, the APT has also already implemented the 'Basilicata Bike' event in which Basilicata played a leading role at the European Green Week, focusing on cycling tourism.

This sub-action will be implemented in synergy with the previous efforts and ongoing projects for sustainable mobility, linking with relevant stakeholders in the pilot area.

<b>When:</b> start date and end date:	2023 - 2026
<b>Be.CULTOUR innovation area(s):</b>	Circular tourism, Proximity travel
<b>Identified local challenge(s):</b>	Reduce the level of carbon emissions due to tourism activities in the pilot area
<b>Cultural heritage asset(s):</b>	—
<b>Target group(s):</b>	Residents, Tourists
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	Potential sources: European Fund for Strategic Investments (FEIS) European Structural and Investment Funds (SIE funds) Connecting Europe Facility / TEN-T European Investment Projects Portal Innovative Urban Actions (UIA) URBACT Hydrogen Fuel Cells Joint Undertaking Horizon 2020 Interreg Europe
<b>Other resources needed:</b>	TBD
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Reduction of estimated greenhouse gas emissions due to tourism activities in the pilot area
<b>Hackathon?</b> Yes or no	No (possibly linked with Cammino Lucano)

## Sub-action 4.3: Renewable energy in tourism activities & energy communities

Energy plays an essential role in all key sectors of economic and social development: water, health, food refrigeration, lighting and domestic heating, transport, agriculture, industrial production and modern means of transport, agriculture, industrial production and modern means of communication.

Access to energy resources and their exploitation, moreover, represents one of the main factors in wealth and competitiveness.

Another essential aspect is the environmental issues related to climate change and its causes<sup>23</sup>. The measures taken under the *EU climate and energy (CARE) Package*<sup>24</sup> will make an important contribution to address climate change.

The regional strategy, above the distribution of Community objectives at the level of individual states and regions, is perfectly in line with the European Union's energy policy.

The priorities for intervention relate to energy saving, including through the grants to improve the energy performance of buildings carried out by public and private entities, the renewable energy sources sector - mainly favouring 'distributed generation' of electricity self-production and the use of biomass for the production of thermal energy - and finally to the support of research and technological innovation, with particular reference to the production of innovative components in the field of energy efficiency. More specifically, the Region, through a mechanism of qualitative assessment, will identify energy production plants from renewable sources according to the EU Taxonomy that, from a technological, environmental and production point of view, will allow to pursue, as a whole, the priority objectives set by the plan with particular reference to the reduction of energy costs.

Considering the characteristics of the regional territory, the issue of energy transition in Basilicata is particularly relevant, as it is the largest onshore oil reserve in Europe and where intense hydrocarbon exploitation has been going on for more than 20 years.

Basilicata's subsoil is rich in hydrocarbons, so that conventional primary energy production depends almost exclusively on oil and natural gas, making Basilicata the first Italian region for hydrocarbon production. Local consumption is consequently met by relying heavily on electricity imports from neighbouring regions.

On the basis of these considerations, also in relation to the potential offered by this territory, the Basilicata Region has for years aimed at satisfying internal electricity needs almost exclusively through the use of plants powered by renewable sources.

Back in 2010, Basilicata adopted the Regional Environmental Energy Action Plan (PIEAR), whose objective was to bridge the deficit between electricity production and needs through the use of renewable sources.

The new European Renewables Directive establishes the rights of prosumers (producer-consumers) and **energy communities** precisely in the logic of facilitating local self-production and distribution. In this context, energy communities play an important role, regulated by Article 42bis of the European Renewable Energy Directive (RED II), implemented in Italy by the "Decreto Milleproroghe", which establishes the possibility of creating communities that exchange energy for the purpose of collective self-consumption. An Energy

<sup>23</sup> see the basic documents that kick-started the planning of world energy and environmental policy the Kyoto Protocol, approved on 11 December 1997, ratified in Italy with law no. 120/2002 and the IVth Report on Climate Change of the Intergovernmental Panel on Climate Change.

<sup>24</sup> <https://www.eea.europa.eu/policy-documents/the-eu-climate-and-energy-package>

Community is a group of people sharing renewable and clean energy, in a peer-to-peer exchange, thanks to the innovation represented by the Smart Grid. It is a decentralised digital electricity grid, with one-to-one (in case of groups of self-consumers living in the same building or apartment block) and many-to-many (in case of energy communities) connections, through which anyone who owns a grid-connected photovoltaic system (and is therefore a prosumer) can share the exceeded energy with other consumers. Anyone can be part of one of these communities sharing clean energy, thus reducing energy waste, bills and their carbon footprint. Following some experiences already activated in Basilicata<sup>25</sup> other European countries<sup>26</sup>, the distributed generation perspective is supported by the evidence of the benefits obtained when several energy communities, organised in a network.

Considering the above, the activation of energy communities in the pilot area would bring several benefits, including

- the reduction of energy dependence on other countries or regions
- the development of local production chains for the devices needed to enable communities
- creating local job opportunities
- providing flexibility to the electricity system through demand-response and storage
- increasing public acceptance of renewable energy projects
- making the use of renewable sources more equitable and accessible
- contributing to fighting poverty through reduced energy consumption and lower supply tariffs
- supporting citizen participation by integrating them efficiently into the electricity system, as active participants
- providing networking opportunities to local stakeholders
- facilitating the attraction of private investments in the clean energy transition
- reducing CO2 emissions

This sub-action is intended to promote the energy community model as a virtuous model not only for individual communities but above all as a regenerative model on a territorial scale, which emphasises the importance of the community.

The main objective of this sub-action is thus to set up energy communities starting from the municipalities in the Vulture-Alto Bradano area and then exploit this model as an opportunity to connect with the other municipalities in Lucania, in order to set up a regional network.

In particular for this area, starting from the EU initiative *Rural Energy Community Advisory Hub*, local authorities can play an important role in encouraging the development of Citizen Energy Community or Renewable Energy Community, assisting citizens, rural actors and local authorities through technical and administrative advice.

<sup>25</sup> In May 2022, the public-private consortium Ge.fo.cal was presented for the valorisation of the biological mass of forests for energy purposes. The promoters of this project, financed with 200,000 euro by the Ministry of Agriculture and Forestry Policies, intend to create the first zero-kilometre energy community in Basilicata, for the protection and management of a vast forest area in the municipality of Calvello.

<sup>26</sup> The European Parliament has provided funding for the European Commission to set up 2 different projects that should contribute to the dissemination of best practices and provide technical assistance for the development of concrete energy community initiatives across the EU: Energy Communities Repository and Rural Energy Community Advisory Hub. For more info see [https://energy.ec.europa.eu/topics/markets-and-consumers/energy-communities\\_en](https://energy.ec.europa.eu/topics/markets-and-consumers/energy-communities_en)

<b>When: start date and end date:</b>	2023-2026
<b>Be.CULTOUR innovation area(s):</b>	Transformative travel, Post-cultural tourism
<b>Identified local challenge(s):</b>	Administrative simplification and legislative and regulatory adaptation Removing regulatory and procedural barriers that slow down the Region's energy transition Defining a system of rules to ensure full transparency with regard to incentives, authorisations and who have to access them
<b>Cultural heritage asset(s):</b>	—
<b>Target group(s):</b>	Local communities
<b>Responsible stakeholder(s):</b>	Basilicata Region, APT Basilicata, Research institutions, others TBD
<b>Collaborator(s):</b>	APT Basilicata, University of Basilicata, CNR, etc.
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	Next Generation EU European Fund for Strategic Investments (FEIS) European Structural and Investment Funds (SIE) European Energy Efficiency Fund (EEEF) PF4EE - Unlocking Europe's energy savings potential through Private Finance for Energy Efficiency NER 300
<b>Other resources needed:</b>	TBD
<b>Indicator(s) for success (also considering circularity, diversity and inclusion):</b>	<ul style="list-style-type: none"> <li>- reduction of CO2 emissions</li> <li>- revenues from energy input (€)</li> <li>- reduction of operating costs of the energy infrastructure</li> <li>- number of jobs created</li> <li>- electricity bill savings</li> </ul>
<b>Hackathon? Yes or no</b>	No

#### Sub-action 4.4: No waste & recycling strategy in all activities

It is now recognised that tourism-related activities have a huge impact on the environment, contributing to the consumption of resources and posing serious environmental threats.

It is of particular importance at European level as it contributes 10.4% of European GDP and employs more than 27 million people. However, the sector still operates a linear model, generating a high level of waste and Co2 emissions.

Some European Circular Economy Action Plans established a set of legislative proposals and concrete actions to facilitate the transition towards an effective circular economy, including for

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the tourism sector. The European Green Deal emphasises the goal of implementing circular economy models in all productive sectors and industries. The adoption of a circular economy approach to cultural tourism contributes to 'closing the loops' in terms of energy and material flows in and out of the territories, fostering circular urban metabolisms.

Despite growth in consumer demand for more sustainable tourism experiences, sustainability is not yet the key driver for consumers' choice of tourism products and services. Boosting consumer awareness about sustainability in tourism and hospitality needs to be addressed in order to enhance the sustainable tourism demand enabling consumers to make responsible and informed choices, through their greater involvement<sup>27</sup> But the action of raising consumer awareness is closely linked to another action that must anticipate it, namely the conscious conversion of the responsible actors of the tourist offer towards a circular management and business model. There is a growing trend among travellers and tourists to choose authentic and immersive tourism experiences that create contact with local people and customs. Therefore, while it is important to support this trend by progressively raising user awareness of sustainability issues and respect for the identity of tourist destinations, it is equally important to educate tour operators to provide unique experiences to their customers, drastically reducing the overall environmental impact of their activities. The circular economy emerges as a useful model to address these challenges.

There are several ways to operationalise the circular economy model in tourist destinations. Some initiatives focus on resource management (water, energy) and waste reduction (food waste), while others experiment with new business or marketing models. In some cases the adoption of a circular approach has also a social meaning, expressing its potential in terms of collaborative behaviours with other different stakeholders or in care initiatives for disadvantaged people<sup>28</sup>.

In recent times, many projects<sup>29</sup> have tested the benefits of applying the circular economy model in tourism, starting from the idea to integrate elements of the circular economy into tourism companies' services, products and business models by minimising the environmental impact of those products and services.

This sub-action aims to:

- support the improvement of the sustainable management and performance of tourism destinations, through capacity building and transfer knowledge;
- implement training actions to accelerate the transition process of tourism destinations;
- develop innovative strategies for new products, services and business models, focused on circular principles;
- test circular solutions in pilot area;
- develop guidelines for circular tourism in Vulture-Alto Bradano area;
- promote the exchange of good practices and results at EU level.

In particular the activities to be implemented should be oriented to:

- reduce food waste (also with food app);
- reduce the use of plastic for both food packaging and consumption;
- optimise the sorting, collection and treatment of organic waste;

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<sup>27</sup> e.g. some accommodation facilities have adopted technological systems that instantly inform consumers about their environmental impact (e.g. by switching on heating/cooling devices)

<sup>28</sup> <https://youthforsoap.ch/en/>

<sup>29</sup> Interreg Cirtoinno project:

<https://southbaltic.eu/-/cirtoinno-circular-economy-tools-to-support-innovation-in-green-and-blue-tourism-smes>

COSME Centour project: <https://circulartourism.eu>

Donne CASTLE: [www.historicenvironment.scot](http://www.historicenvironment.scot)

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- choose materials and equipment that promote energy efficiency and reduce the carbon footprint;
- optimise energy consumption (i.e adopting for energy saving lights);
- use renewable energy sources;
- optimise water consumption through recovery system (i.e. setting up of rainwater collection pits);
- maximise the economic benefits for local communities (preferring km0 or organically grown products, choosing products made by local artisans, ecc.);
- integrate a green mobility service in the tourist offer of accomodations;
- stimulate charity initiatives based on donations of surplus essential goods to citizens and associations from tourism operators;
- integrate accommodations with spaces to activities and events involving local inhabitants to create new connections with locals and/ or other tourists;
- raise employees' awareness through training initiatives and also create new opportunities for skilled jobs in the circular tourism sector.

<b>When: start date and end date:</b>	2023-2026
<b>Be.CULTOUR innovation area(s):</b>	Circular tourism
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>- Support the improvement of the sustainable management and performance of tourism destinations, through capacity building and transfer knowledge;</li> <li>- implement training actions to accelerate the transition process of tourism destinations;</li> <li>- develop innovative strategies for new products, services and business models, focused on circular principles;</li> <li>- test circular solutions in pilot area;</li> <li>- develop guidelines for circular tourism in Vulture-Alto Bradano area;</li> <li>- promote the exchange of good practices and results at EU level.</li> </ul>
<b>Cultural heritage asset(s):</b>	—
<b>Target group(s):</b>	Tourism operators
<b>Responsible stakeholder(s):</b>	Basilicata Region, APT Basilicata, Research institutions, others TBD
<b>Collaborator(s):</b>	APT Basilicata, University of Basilicata, CNR, etc.
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	European Fund for Strategic Investments (FEIS) European Structural and Investment Funds (SIE funds) European Regional Development Fund and Cohesion Fund (FESR/FC)) InvestEU



	European Bank for Reconstruction and Development (BERS) LIFE program Horizon 2020 Competitiveness of small and medium-sized enterprises (COSME) European Green Deal PNRR's funding
<b>Other resources needed:</b>	TBD
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	<ul style="list-style-type: none"> <li>- food waste reduced (tons)</li> <li>- plastic reduced (tons)</li> <li>- energy saved</li> <li>- CO2 emissions avoided</li> <li>- water recovered (litres/m3)</li> <li>- revenues for local communities (€)</li> <li>- number of charity initiatives</li> <li>- donations to citizens and associations from tourism operators (€);</li> <li>- number of jobs created</li> </ul>
<b>Hackathon?</b> Yes or no	YES

## Action 5: NATURE AS HERITAGE

The area of Vulture - Alto Bradano is a less urbanised area, where the natural heritage represents a consistent part of its value and uniqueness. Here, it is still possible to find several species of spontaneous plants still useful today for nutrition and healing, as well as pure waters with diverse minerals coming from the special volcanic earth and rocks, well-known for enhancing health and wellbeing. Moreover, the low levels of light pollution can enable unique stargazing experiences in natural areas nearby historic villages and towns.

The presence of diverse Natura2000 sites confirms the high natural value of the site: IT92210210 - Monte Vulture, IT92210190 - Monte Paratiello, IT9210140 - Grotticelle di Monticchio (SIC "Siti di interesse comunitario" - Sites of Community Importance). The Regional Park of Vulture is an important resource, conducting several studies on the values of natural heritage in that area, and monitoring ecosystem and biodiversity conditions.

The Vulture landscape is particularly diverse. Its natural areas demonstrate an exceptional biodiversity that has been studied by numerous botanists who, over time, have wandered through the forests. They have left interesting evidence of their wanderings, drawing up inventories of the flora that covers this mountain.

The Regional Park of Vulture<sup>30</sup> explains the most relevant aspects of nature and biodiversity in the area, as follows.

**Volcanic land.** The entire Vulture territory is sprinkled with rocky outcrops or sites that make it a very varied geosite of interest to geologists and volcanologists. The collapse of the summit due to gravitational causes formed the Valle dei Grigi, while the final phase of Vulture activity dates back some 130,000 years and involved the area known as Monticchio Laghi. In this area,

<sup>30</sup> Regional Park of Vulture website [Parco Vulture - Home](https://www.parcovulture.it/)  
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essentially the collapse caldera, there are the remains of three main eruptive centres: Piano Comune, Lago Grande and Lago Piccolo. Only Lago Grande and Lago Piccolo are today filled with water, thanks to an extraordinary abundance of water and sublacustrine springs. These calderic lakes must be distinguished from the vast lakes that formed in the Pleistocene, outside the volcanic structure, due to the obstruction of the streams by the material spilled out with the eruptions: Lake Atella, Lake Venosa and Lake Melfi. These waters have now disappeared, leaving tangible traces of now extinct fauna and ancient hominids that populated their shores.

**Lakes.** Lake Piccolo (small lake) and Lake Grande (big lake) in Monticchio are fed by groundwater and rainwater. Those of the 'Piccolo' flow into the 'Grande' through an artificial canal, while the waters of the latter reservoir, via the Torrente Laghi, flow into the Ofanto, the border between Campania and Basilicata. The 'Piccolo' has shores with no beach, almost as if the forest were rushing into it, while the 'Grande' is surrounded by large areas that are often flooded, causing swamping, but also extraordinary biodiversity.

Around Lake Piccolo and Lake Grande, the landscape is dominated by the beech forest. The fir woodland extends to the north-east of Monte San Michele, with large-sized tree species, and on the northern slope of Mount Vulture. The habitat surrounding the lakes is characterised by specimens of *Alnus glutinosa* associated with *Fraxinus angustifolia*. Particularly widespread on the outer slopes of the mountain are turkey oaks, chestnut trees, olive trees and vines, mainly "Aglianico del Vulture". The land cultivated with these grapes is located in a narrow strip on the eastern edges of the volcanic edifice, falling within the territories of Barile, Rapolla, Rionero in Vulture, Ginestra and Ripacandida. Characteristic is the presence of numerous cellar-caves directly dug into the volcanic tuffs, where the wine is often left to age.

**Springs and waters.** The mineral waters of Vulture have been particularly appreciated in the past: first during the Roman period, both republican and imperial, then by Federico II of Swabia, much later by the French who brought large quantities to Paris. But it was at the beginning of the last century that their industrial exploitation began with the work of the Lanari family from the Marche region. The waters and spas became a source of attraction for high-ranking personalities from Puglia and Campania. Eduardo Scarpetta, the Neapolitan writer, playwright and poet, even composed a song about it: 'Per le acque acidule gassose di Monticchio Lanari' (For the acidulous gaseous waters of Monticchio Lanari). There is no doubt that much of Vulture's fame today is conveyed by the goodness of its waters. They represent more than 7% of the water bottled and marketed in Italy.

The Vulturine springs can be divided into two groups: those with little mineralised water and poor in CO<sub>2</sub> and those with mineralised water and rich in CO<sub>2</sub>. They emerge all over the mountain, from just below the summit to the base of the volcanic apparatus. They have very different ages and, although there are overlapping basal water tables, these are all intercommunicating on a large scale. The small high-altitude springs, on the other hand, are fed by suspended aquifers.

The outcropping of the water table, in many places on the surface of the volcanic cone, has given rise to copious springs. They spring from rocks, from their clefts, and have become indispensable not only for travellers, hunters and woodcutters, but also for animals grazing wild in the forest and many other wild animals. There are many places that differ in carrying in their place names a particular reference to water: Fontana dei Giumentari, Fontana dei Piloni, Fontana dei Faggi, Fontana del Lupo, Fontana Castagno, Fontana dei Demoni, Fontana Sambuchi, to name but a few. Some of them continue to dispense water of excellent quality throughout the year.

Particular mention must be made of the San Fele waterfalls, along the Bradano torrent, which leap beautifully over a green, steep and rugged path. Still visible along the banks are the remains of ancient watermills and a 'gualchiera', a mill for processing, fulling and cleaning

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wool, still in operation until the Second World War. The building of the gualchiera, although in a state of ruin, was recognised in 2014 as a 'cultural asset of historical, environmental and ethno-anthropological interest', as an example of rural architectural typology that bears witness to the traditional economy linked to the history and identity of the local populations.

**Species.** The Vulture area is home to numerous taxa of considerable conservation and biogeographical interest. The butcher's broom (*Ruscus aculeatus*) is included in the Habitats Directive 92/43/EEC. Other species are protected at a regional level by Presidential Decree no. 55 of 18 March 2005, the decree that identifies the regional flora species to be protected as a priority and the different degree of protection reserved for them, according to their current conservation status and vulnerability.

The ***Bramea butterfly*** is a very particular species of butterfly that comes from ancestral times. Its mimetic livery, short flights and restricted habitat have probably kept this small animal out of the public eye for a long time. Immediately following its discovery in 1963, this creature was recognised as a living fossil, a relic from the Miocene, a time in the Earth's natural history during which the separation of the continents from Pangaea was continuing towards its present location. At that time the climate was still warm, but the cooling process that would culminate in the Pleistocene was continuing. It was during this period that tropical plants gradually disappeared from the European continent. The Vulture moth (*Brahmaea europaea* Hartig), the only European brahmeid, is a creature that miraculously escaped extinction.

The nourishing plants of this butterfly, considered to be the greatest pride of national entomology, are certain trees that are probably also special: the phillyrea, privet and, in particular, the southern ash. The Vulture Natural History Museum, located inside the Franciscan monastery named after St Michael, is dedicated to this species.

This Action aims to develop innovative projects to enhance the values of nature, re-connecting people with "Mother Earth" through immersive and deeply transformative experiences, from astrotourism to species watching, spontaneous plants recognition, and spiritual / inspirational tourism experiences, linking with the valorisation of historic villages and towns. These experiences require relatively small numbers of participants, which are ideal in less-known and less touristic areas. The experiences and projects identified under this Action aim to re-generate the natural ecological thinking in the person, re-connecting people with nature and themselves, beyond the instrumental approaches to nature to re-discover its "intrinsic value".

The experiences proposed in the sub-actions can be launched with the support of local experts and diverse active organisations in the territory, exploring the potential of nature "as heritage".

### Sub-action 5.1: Astrotourism projects linked with ancient heritage sites and remains

The area of Vulture - Alto Bradano was historically the location of the Pythagorean school linked to Greek populations. In particular, the Bradano valley, that reaches Metapontum, a Magna Graecia colony, was known as the seat of the school of Pythagoras, also attended by the indigenous aristocracy. Here, a whole series of elements lead back to Pythagorean thought. In this area, in the necropolis of the city of Ripacandida, a very special artwork of the ancient times was found: a potter jar from 2.500 years ago, where it is drawn the then-known universe. The jar is now conserved in the archaeological museum in Melfi. In its apparent simplicity, the drawing is linked to Pythagorean teachings and represents the Earth surrounded by the seven planets visible to the naked eye, while some interpretations reveal that the jar depicts the celestial journey that leads to immortality. On another jug, a schematic figure of a lyre player is

reproduced as the central element of the decoration, recalling the celebration of funeral ceremonies in the Greek tradition.

The link between the development of astronomy in the Pythagorean sphere and beliefs concerning the afterlife has already been highlighted in the Greek world. In the same area of Magna Graecia in which 'Pythagorean preaching' was most intense, the presence of mystery religions assuring otherworldly salvation appears equally significant. Exceptional evidence of these cults are the laminettes with inscriptions found in Calabria in the necropolises of Thourioi (Sibari) and Hipponion (Vibo Valentia). In these texts, the deceased declares himself the son of the earth and the starry sky, in analogy with what is represented on the Ripacandida jar.

The Ripacandida jar tells us of Pythagoras' spherical universe conception. Other interesting observations were made regarding the 'astronomical calculator' function of the well-known Antikythera Mechanism, which, together with the interpretation of the Ripacandida jar, arouses admiration for the incredibly advanced level of knowledge behind these artefacts from over two thousand years ago. Other interpretations reveal that the Pythagorean doctrine was aware of the sphericity of the earth and the universe, as well as the sidereal origin of the celestial bodies, something that remained unknown for 2000 years, due to the conditioning of Aristotelian physics.

Starting from the ancient knowledge of the universe evoked by the Ripacandida jar, the link with "astrotourism" experiences can be built, exploring the potential of areas which are less industrialised, less urbanised, and therefore ideal location for the observation of the starry sky.

Astrotourism is an activity of travellers wishing to use the natural resource of well-kept nightscapes for astronomy-related leisure and knowledge. This practice has increased in popularity during recent years, adding value to offbeat tourism destinations offering high quality night skies and astronomical or archaeoastronomical heritage. As highlighted by Fayos Solá, Marín and Jafari (2014)<sup>31</sup>, "astrotourism initiatives contribute to the dissemination of knowledge and human capital formation, both among the visitors and within the host community. Therefore, it can act as a potential instrument for development. The best destinations for astrotourism have very special characteristics, which makes for a likely favourable strategic positioning in domestic and even international markets. However, astrotourism consumers demand high knowledge content and excellent quality in their visits. This requires a professional approach to resource use and conservation, product development, and adequate provision of ancillary services in the destination. A sophisticated tourism policy and governance is a must for successful launch and operation of astrotourism".

Since 2007, the "Starlight Declaration - In defence of the night sky and the right to the starlight"<sup>32</sup> highlighted that that a view of the starlight has been and is an inspiration for all humankind, that the observation of the starry sky has represented an essential element in the development of all cultures and civilizations, and that throughout history, the contemplation of the firmament has sustained many of the scientific and technical developments that define progress, recognizing that that "humankind has always observed the sky either to interpret it or to understand the physical laws which govern the universe, and that the interest in astronomy has had profound implications for science, philosophy, culture, and our general conception of the universe". The Matera-Basilicata 2019 Foundation has also invested heavily in raising the awareness of Lucanian communities on light pollution issues: Matera was a partner in a European research project called 'Night Light' and funded by the Interreg programme. The aim of the project was to create a synergy between the different partners in order to improve

<sup>31</sup> Fayos-Solá E, Marín C, Jafari J (2014), Astrotourism: No Requiem for Meaningful Travel. PASOS. Revista de Turismo y Patrimonio Cultural. Vol. 12 N.º 4, 663-671.

[http://www.pasosonline.org/Publicados/12414/PS0414\\_01.pdf](http://www.pasosonline.org/Publicados/12414/PS0414_01.pdf)

<sup>32</sup> Starlight Declaration, 2007 [Declaration in Defense of the Night Sky and the Right to Starlight - Starlight Foundation \(fundacionstarlight.org\)](http://www.fundacionstarlight.org/)

individual regional policies for the prevention of light pollution and to protect dark skies to the point of making them an incentive for the development of eco-sustainable tourism.

The Starlight Foundation<sup>33</sup> (SF, 2020) is a non-profit organisation whose primary purpose is “to develop programmes and actions to provide a different way of protecting and defending the sky and of valuing it as a resource necessary for life and the intangible heritage of humanity”. The Foundation has four main objectives: (1) Protection of the Night Sky from light pollution; (2) Cultural dissemination of astronomy, through outreach; (3) Promotion of astro-tourism to enable people to appreciate the starry night sky in dark sky places; (4) Adoption of intelligent lighting and innovation, and the consequent saving of energy.

According to the Starlight Declaration, “*tourism can become a major instrument for a new alliance in defence of the quality of the nocturnal skyscape. Responsible tourism can and should take on board the night sky as a resource to protect and value in all destinations. Generating new tourist products based on the observation of the firmament and the phenomena of the night, opens up unsuspected possibilities for cooperation among tourism stakeholders, local communities, and scientific institutions*”.

In the pilot area, astrotourism initiatives can be ideated and implemented, exploiting the natural areas and the low level of urban light pollution, linking with the ancient remains such as the Ripacandida jar, which evoke the deep relationship of mankind with the stars.

This sub-action aims to create a direct link with the existing astrotourism initiatives, realising new cultural tourism experiences with an educational component, linking them also with spiritual travellers and experiences.

<b>When: start date and end date:</b>	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Sensorial Heritage Experience, Contemporary Meanings of Heritage, Spiritual Travel Experience, Nature as Heritage, Transformative travel, Proximity travel, Post-cultural tourism.
<b>Identified local challenge(s):</b>	Exploit cultural heritage and natural areas in new and innovative ways
<b>Cultural heritage asset(s):</b>	Archaeological remains, Natural areas
<b>Target group(s):</b>	Cultural visitors, Residents
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	Starlight Foundation, others TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	TBD
<b>Other resources needed:</b>	Human resources

<sup>33</sup> Starlight Foundation website [Starlight Foundation \(fundacionstarlight.org\)](https://fundacionstarlight.org)

<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of experiences created; Number of participants; Quality of experiences - based on qualitative assessment.
<b>Hackathon?</b> Yes or no	Yes (possibly included in Cammino Lucano)

## Sub-action 5.2: Monticchio lakes paths and natural heritage valorisation in Rionero and surroundings\*

*\*Innovative Solution selected for Be.CULTOUR Hackathon and acceleration opportunity*

Monticchio lakes are one of the most known sites in the area of Vulture - Alto Bradano, which has been included in several projects for touristic valorisation. Recently, following a Call for proposals linked with the National Resilience and Recovery Plan (PNRR), Monticchio lakes and Rionero in Vulture received a large funding for the recovery and regeneration of historic villages ("borghi"). Currently, an intense activity of design is ongoing to make operational the project idea proposed. With this sub-action, it is intended to integrate the existing project within the Be.CULTOUR Action Plan for Vulture - Alto Bradano, establishing synergies and a fruitful cooperation with the stakeholders in that area, including the Municipality of Rionero in Vulture. The detailed design of the project / sub-action will start in late 2022, starting the first activities using the funding received already in 2023. The main activities foreseen are linked to the creation of new experiences of visit on the lakes, the recovery of several abandoned and underused old buildings in the area for new uses, as well as training and capacity-building activities with tourism stakeholders, entrepreneurs and workers. The activities fall completely in line with the scopes of this Action Plan, particularly linking with new possible experiences related to "nature as heritage" innovation area, generating useful synergies and cooperation, as discussed during the last workshop held in Rionero in Vulture.

<b>When:</b> start date and end date:	2022-2025
<b>Be.CULTOUR innovation area(s):</b>	Nature as heritage, Remote working destination, Proximity travel
<b>Identified local challenge(s):</b>	Valorisation of less-known cultural heritage assets and natural heritage in the pilot area
<b>Cultural heritage asset(s):</b>	Monticchio lakes, Rionero in Vulture village
<b>Target group(s):</b>	Cultural visitors, Residents
<b>Responsible stakeholder(s):</b>	Municipality of Rionero in Vulture
<b>Collaborator(s):</b>	APT Basilicata, Matera Hub, others TBC
<b>Raw budget estimation:</b>	20 M€ in Rionero in Vulture 2 M€ in Rapone village

<b>Funding source (European, National, local funds):</b>	European/National (PNRR) - already funded
<b>Other resources needed:</b>	—
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	TBD according to the detailed programming to be developed
<b>Hackathon?</b> Yes or no	Yes (Cammino Lucano, possible links with Triple L, FlyOn)

### Sub-action 5.3: Biodiversity valorisation beyond eco-tourism (e.g. Bramea butterfly, local medical plants species..) to build a ecological consciousness

The rich local biodiversity and natural areas are today an important factor of attractiveness for a wide range of tourists, from those interested in eco-tourism activities such as trekkings, cycling, adventures, to those interested in sustainable holidays, open-air experiences and connection with nature. During the Covid-19 pandemic, the number of visitors in the Basilicata region wishing to stay in open and less crowded spaces was significantly increasing, enhancing the attractiveness of the pilot area for sustainable and “eco” experiences.

This sub-action aims to attract both residents and tourists offering a range of experiences in nature, which go beyond eco-tourism to find a real connection with places, landscapes, local fauna and flora. Some experiences that could be developed are related to:

- The recognition and search of “Bramea” butterfly of Vulture, which can be found only in the particular area / ecosystem;
- Recognition, search and use of local alimurgic (edible) and medical plant species, which are easily found in the large natural areas Vulture and Alto Bradano;
- Other experiences/activities linked to particular flora and fauna species of the area, as well as waters, aiming to reconnect people with nature at a deeper level.

These activities are oriented not only to visitors, but especially also to residents, who could benefit of the regenerated knowledge, linking it with the most advanced scientific knowledge about the properties, uses and benefits of local spontaneous plants and fruits, helping to reconnect residents with the local nature manifestations supporting the development of the ecological consciousness and thinking.

This action is considered fundamental as “cultural” action, recognizing the importance of a cultural approach to the circular transition, which has a large potential to influence the change of behaviour (at the base of production and “consumption” patterns as evoked by the Sustainable Development Goals), and thus the implementation of the ecological transition at all levels of the society.

<b>When:</b> start date and end date:	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Nature as Heritage, Transformative travel, Proximity travel, Sensorial heritage experience, Proximity travel



<b>Identified local challenge(s):</b>	Reconnect with nature promoting healthy and ecological lifestyle
<b>Cultural heritage asset(s):</b>	Natural heritage: biodiversity, flora and fauna species
<b>Target group(s):</b>	Residents, Sustainable tourists, Eco-tourists
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	TBD
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of people participating; Satisfaction of participants.
<b>Hackathon?</b> Yes or no	No (possibly linked with Cammino Lucano, Triple L, FlyOn)

#### Sub-action 5.4: Self-care & spiritual tourism experiences enhancement

This sub-action is focused on attracting a particular type of visitors interested in self-care, such as thermal tourism, as well as spiritual tourism experiences. In Rionero in Vulture and the surrounding area, the special waters linked to the volcanic site make the place a perfect site for thermal residencies. In particular, the waters of Rapolla are particularly suitable for treating diverse diseases and are well-known for their positive effects on health. Thermal cosmetics also have a large potential, exploiting local waters, plants and diverse natural treatments. The bio-cosmetics and natural health treatments are an emerging and growing economic sector, which could become a factor of sustainable growth in the pilot area, building on the existing and well-preserved natural resources and ecosystems.

Moreover, spiritual travel experiences linked with the man-nature relationship can become highly attractive in this area, which is also rich in cultural traditions linked to nature manifestations. For example, the "Arboreal rituals" of Vulture are a less-known but extremely interesting cultural heritage. For example, "The Marriage of the Tree" is a symbol of fertility and an omen of abundance, renewing the ancient tree rites, an expression of a material and spiritual re-generation of the community in the rebirth personified by spring. Mircea Eliade, historian of religions, explains the mystery of man as an actor and symbol of a change that regenerates him through his participation in the resurrection of vegetation as follows: *'The cosmos is symbolised by a tree, divinity manifests itself dendromorphically; fertility, opulence, good fortune, health [...] are concentrated in the grasses and trees [...]. All that is, that which is living and creative, in a state of continuous regeneration, is formulated by plant symbols. [...] The primordial act of cosmic creation is repeated'*. Every year, with a precise deadline, rites for the rebirth of nature and life repeat the indissoluble union of the sacred and the profane through a 'Christianisation' of the cult that now coincides with the festivities of saints and

patrons of the country in which they take place. Of Nordic-Celtic origins, the tree rites have their roots in an undefined time, but the spectacle they offer survives the most modern religions and traditions, defying distances and re-proposing - at times - common celebrations in cultures that are also very distant from each other. From the Mediterranean to Scandinavia, from the Alpine arc to the Apennine ridge, all the way to Basilicata, the region with the greatest concentration and vitality of these rites.

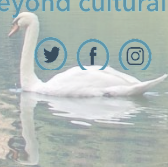
This sub-action aims to strengthen the attractiveness of the pilot site by recognizing and conveying the value of natural resources, such as thermal waters and local plants, as well as traditions and rituals related to nature. In these practices, nature clearly becomes “heritage”, a significant manifestation of the “Spirit of the place”, which will be more and more felt and explored by residents and visitors. The renewed and contemporary meaning of ancient practices and traditions linked to nature will trigger a renewed motivation for residents and visitors to explore this side of the Vulture and Alto Bradano area.

<b>When:</b> start date and end date:	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Nature as Heritage, Spiritual travel experience, Transformative travel, Proximity travel, Contemporary meanings of heritage
<b>Identified local challenge(s):</b>	Reconnect with nature promoting healthy and ecological lifestyle
<b>Cultural heritage asset(s):</b>	Natural heritage: thermal waters; Intangible heritage: arboreal rituals
<b>Target group(s):</b>	Residents, Eco-tourists, Thermal tourists, Cultural tourists
<b>Responsible stakeholder(s):</b>	APT Basilicata
<b>Collaborator(s):</b>	TBD
<b>Raw budget estimation:</b>	TBD
<b>Funding source (European, National, local funds):</b>	TBD
<b>Other resources needed:</b>	Human resources
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of visitors in thermal structures; Level of satisfaction of visitors; Number of visitors for local festivals linked to arboreal rituals and similar events
<b>Hackathon?</b> Yes or no	No (could be linked to Cammino Lucano)



## Local Pact

The Heritage Innovation Network is the group of stakeholders participating in the development of the Action Plan. The network will be engaged in the further development and implementation of the actions, sharing the “vision” for Vulture-Alto Bradano area. The Pact for Vulture will be proposed as a way to engage and coordinate with stakeholders in the pilot area in the long term, enhancing collaboration, shared vision and trust.







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Beyond cultural tourism

# Larnaca, Cyprus

## Action Plan



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Call: H2020-SC6-TRANSFORMATIONS-2020 - Type of action:  
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## PREFACE

The Action Plan of Rural Larnaca is focusing on circular cultural tourism in an aim to make Rural Larnaca an environmentally conscious destination, a digital destination that will offer memorable cultural experiences but at the same time will improve the quality of life of local residents.

Many people have contributed to the preparation of the Rural Larnaca Action Plan. We express our appreciation for all those that have contributed, for their excellent cooperation during the action plan preparation process and their valuable comments, feedback and ideas. We are confident of their continued contribution in the upcoming important phase of implementing the Action Plan, where the formulated plans need to be converted into tangible realities and benefits for the Rural Larnaca.



## GLOSSARY

3D	Three-Dimensional
A.D.	Anno Domini (number of years after Christ's birth)
Act	Action
ANETEL	Larnaca and Famagusta Districts Development Agency
AR	Augmented Reality
ArcGIS	Aeronautical Reconnaissance Coverage Geographic Information System
B.C.	Before Christ
BoD	Board of Directors
CAC	Cyprus Agrotourism Company
CUT	Cyprus University of Technology
DMoT	Deputy Ministry of Tourism of Cyprus
EU	European Union
FLAG	Fisheries Local Action Group
GDP	Gross Domestic Product
GPS	Global Positioning System
HMT	Holy Metropolis of Trimithountos of the Orthodox Church of Cyprus
Km	kilometre(s)
LAG	Local Action Group
LTB	Larnaca Tourism Board
LWS	Local Workshop
Meze or mezze	selection of small dishes served as a part of multi-course meals
Natura 2000	the largest coordinated network of protected areas in the world
NGO	Non-Government Organisation
Orini Larnaca	Mountainous Larnaca
Panagia	Virgin Mary

QR code	Quick Response code
SMEs	Small and Medium Enterprises
SO	Specific Objective
St.	Saint
UCLAN	University of Central Lancashire Cyprus
WARL	Women Association of Rural Larnaka

*This Action Plan was authored by Local Pilot Heritage Site Coordinators and their Contributors*

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## What makes us unique? Introduction and context.

### Rural Larnaca

The pilot site area is Rural Larnaca, which is located in Larnaca District in Cyprus; an island nation in the eastern Mediterranean Sea with a population of 888.005 (2020). The island has an open, free-market, service-based economy with some light manufacturing. The services sector, which includes the tourism sector, contributes almost 86% of GDP and employs more than 80% of the labour force. Tourism is an important factor of the island's economy, culture, and overall brand development. Every year, Cyprus welcomes more than 4 million visitors with a total revenue of 2.7 billion. Cyprus is one of the most popular European holiday destinations and it ranks in the 40<sup>th</sup> position of the most popular destinations in the world.

Rural Larnaca consists of 18 small villages with a population of around 8.000 in total. Most of the villages have less than 500 inhabitants and are villages that promote agritourism and alternative experiences, from seeing Neolithic settlements and other archaeological findings to savouring wine tasting and local delicacies and watching crafts such as lace or pottery being made in the heart of their original homes.

Beautifully compact, easily accessible, and truly authentic, Rural Larnaca is Cyprus' oldest soul with a history that dates back 10,000 years, making it the longest continually inhabited region of the island. The main city of the region, Larnaca, stretches out to the thriving rural villages and communities that have their own unique character, charm, and scenery. Away from the tourist areas, the Larnaca countryside has a diverse wealth of its own with traditional villages, narrow streets, tiny churches, remote monasteries, and scenic views. The villages surrounding Larnaca town are endowed with historical, natural, and cultural riches. These traditional settings enhance and complement a wonderful natural environment, with local character and traditional architecture. Within this environment you can experience the traditions of the village people: the simple, serene rhythms of rural life, folk customs, daily activities, and the authentic tastes of traditional cuisine; all filtered through the sense of genuine hospitality. A place which offers innumerable experiences to visitors. Each unique village provides many options for all kinds of preferences, enchanting the visitor with its majesty and nobility.

The following villages consist of the pilot area of Rural Larnaca.

– Agioi Vavatsinias: One of the most beautiful and picturesque villages of Cyprus. The houses, many of which are traditional, appear to be climbing up the hillsides. The village is famous for its embroideries and the production of “zivania”<sup>1</sup>. Here, many items of traditional Cypriot cuisine are prepared such as “epsima”, “palouzes”, “soutzouko”, “kiofteri” and sweet preserves. The passage of time has left behind an old winepress to remind us of this old wine-making method.

– Agios Theodoros: A scenic village of a particularly traditional character. The pretty wooden balconies, the beautiful gardens, the carved doorway stonework, the arched carved doors, lend the buildings an air of nobility. The village offers many attractions for visitors: the chapel of “Panagia Astathkion”, built in a Gothic style in the 16th century A.D. and the Venetian Watermill. The cultural development of the community is linked to the geography of the region, and this is evident to visitors once they see the sights in combination with the landscape, the mountains, the gorges, and the valley of the river “Pentaschoinos”.

– Vavatsinia: Another typical village typical of Rural Larnaca situated in a dense pine forest, at a height of 840 metres above sea level. It was founded in the era of the Arab raids and named after the eponymous trees which grew in its surroundings, referring to mulberry trees in the Cypriot dialect. The quaint restaurants and tavernas offer traditional mezze, sweet preserves and their famous “pourekia” (fried pastries filled with halloumi or anari) as a dessert.

– Vavla: It is one of the smallest in population villages of the Rural Larnaca, a village-sanctuary for people with discerning tastes who love nature, tranquillity, and a healthy climate. Steep cobbled streets, imposing houses with ceramic-tiled roofs and their gardens, wooden doors with locks which are works of art. Points of interest are the restored old well and cistern, the Chapel of “Panagia tis Agapis” and the listed schoolhouse building.

– Delikipos: It is a small village with few inhabitants situated about 5 kilometres west of Kornos village. It is a village covered in the greenery of the pine, olive, and carob trees. Especially imposing are the centennial olive trees standing like sleepless guards at Delikipos for hundreds of years. According to the Cyprus historian Florio Voustronio in the middle of the 15th century A.D., specifically in 1461, Delikipos was subject to fiefdom. It also appears on Venetian maps. Point of interest: The church of “Metamorfosis Soteris”, built in 1726, evidenced by the inscription at the main entrance of the church, a cultural monument, maintained and protected by the Department of Antiquities.

<sup>1</sup> The island's national drink that dates back to the 14<sup>th</sup> century when the island was under the Venetian rule and is still made in the same tradition today. It is produced by the distillation of grapes



– Kalavassos: a community with a rich ancient history, linked to important copper ore mines. The community is situated about 40km northwest of the city of Larnaca, built along the west bank of the “Vasilikos River” and it reaches the Nicosia-Limassol highway up to the ancient “Tenta” settlement. Kalavassos and its surrounding area is linked to many significant archaeological sites, which relate to all the phases of Cypriot prehistoric and historic chronological periods. It is a community loaded with history immersed in the depths of past centuries. Here the past and the present have taken root and held on for centuries, in an extraordinary relationship. Points of interest: The “Tenta” Neolithic settlement, the metal mine, the Church of “Panagia Titiotissa” built in 1892, traditional buildings, agrotourism accommodation and a unique restored village square.

– Kato Drys: a village that is described as “little Paris” by various foreign travellers and visitors. Characteristic of the village are the houses in the centre of the village built in a neoclassical style, indicating the prosperous and thriving times in the village’s history. A point of interest is the Church of “Panagia Eleousa” that dates back to the 12<sup>th</sup> century A.D.

– Kornos: The picturesque village of Kornos, known for its pottery, is built in a hilly area. It is also famous for the production of excellent quality honey. An important attraction of the village is its church built in the gothic architectural style, dedicated to Saint John the Baptist, built at the beginning of the 19th century A.D. It is worth noting that one of the icons of the honoured saint dates back to 1734.

– Kofinou: the largest village of the Rural Larnaca. Near the village is the Byzantine church of the “Panagia of Kofinou” and the monastery of the “Panagia Galaktotrofousa”. The ancient church of the “Panagia of Kofinou” is of special interest and dates back to the 11th century A.D.

– Lagia: a small scenic village in an idyllic hilly area, with an average height of 380 metres above sea level.

– Kato Lefkara: a community of rich tradition, which preserves today the ethos and the boldness of a Cyprus which is flawless and authentic, of a living heritage and of folk tradition. Places of interest are the chapels of “Archangelos Michail” (12th century A.D.), “Agios Timotheos” (15th century A.D.) and “Agia Marina” (18th century A.D.).

– Pano Lefkara: famous for its lace embroideries but also for its silversmithing. Visitors must not miss out on a visit to the Local Ethnological Museum of Traditional Embroidery and Silversmith Work, the Church of the “Timios Stavros” (Holy Cross) which dates from the 14th

century A.D. and the various chapels of the area. Lefkaritiko Embroidery is included in UNESCO's Representative List of Intangible Cultural Heritage of Humanity.

- Melini: The pretty village of Melini is another village in the region with a small population. Visitors can admire the local traditional architecture of the houses which are made of mudbricks and tour the narrow-paved streets.

- Odou: It is considered one of the most picturesque and traditional villages of Cyprus. It is built in the foothills of Troodos at 850 metres above sea level. Of significant interest is the little church of "Agia Marina" which was founded in 1777.

- Ora: The village is built amongst mountain peaks affording a panoramic view to visitors. Quaint traditional houses, narrow streets and flowering gardens complete the beauty of the village.

- Skarinou: Built on the mountain slopes, Skarinou maintains until this day its traditional character. Most of the houses are stone-built and the narrow-cobbled streets lead to areas with panoramic views. The village is famous for its various traditional products such as donkey's milk, wine, oil, carob syrup, biscuits and also the largest piece of "Lefkaritiko" lace embroidery which has won a place in the Guinness Book of World Records.

- Tochni: with its traditional buildings, is steeped in history and tradition since it is linked with Saint Helena on her visit to Cyprus from Jerusalem and on her way to Constantinople with the relic of the Holy Cross.

- Choirokitia: The picturesque village of Choirokitia is situated in a hilly region. It has become well - known due to the major archaeological discovery of a prehistoric settlement dating from the later phase of the Aceramic Neolithic period (around 7000 B.C.). In 1998 it was listed as a World Heritage Monument by UNESCO.

It is worth mentioning that the Rural Larnaca, which is also called Mountainous Area (Orini Larnaca), won the first prize in the European Destinations of Excellence EDEN VIII competition themed 'Cultural Tourism'. The European Destinations of Excellence (EDEN) Project is carried out in the framework of the European programme COSME, which is co-funded by the European Commission – Tourism Unit. It is an initiative that promotes development models of sustainable tourism across Europe and focuses on annual national competitions that lead to the selection of a tourist 'destination of excellence' for each participating Member State.

## Tangible and intangible cultural heritage - including visitor hot-spots

Rural Larnaca has hundreds of years of contrasting civilizations, architecture and culture that have left their mark in the area; an area with rich tangible and intangible heritage that are included in the UNESCO and national lists, and others remain hidden for us to discover and explore. Below we can see an indicative list of the most important tangible and intangible heritage of Rural Larnaca.

### *Tangible Cultural Heritage*

- **Choirokoitia Archaeological Site (Neolithic Settlement):** The Neolithic settlement of Choirokoitia, occupied from the 7th to the 4th millennium B.C., is one of the most important prehistoric sites in the eastern Mediterranean. The remains and finds from the excavations have thrown much light on the evolution of human society in the region. The archaeological site of Choirokoitia is a remarkably well-preserved settlement from the Neolithic Age that has been listed as a UNESCO World Heritage Site since 1998. Five characteristic cylindrical shaped dwellings have been reconstructed near the settlement, using the same construction methods and materials used in Neolithic times. The dwellings are fitted with replicas of household objects found inside the originals, thus providing a vivid representation of how they appeared in antiquity. The vegetation around the dwellings consists of plant species and native trees that have grown in Cyprus since Neolithic times.
- **Kalavassos-“Tenta” Archaeological Site (Neolithic Settlement):** the Neolithic Age settlement of “Tenta” is situated a short distance from Kalavassos Village and dates to 8500-7000 BC. It is one of the most significant Neolithic settlements of the island and is covered by a characteristic cone-shaped roof, which forms a contemporary architectural intervention in the landscape. According to local tradition, the name of the site goes back to 327 AD when Saint Helena, the mother of Constantine the Great, stayed in a tent (“Tenta”) in this location during her visit to the island following the discovery of the Holy Cross in Jerusalem.

In the area you will also find many churches, chapels, and monasteries of much interest from both a religious and a historic point of view. Below is a list with the most important churches of the area.

- **“Agios Minas” Convent:** located in the village of Vavla, a convent that dates back to the 15th century. The building is a mixture of Byzantine and Gothic styles with a pointed vault of

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traverse ribs and side porticos, and consists of a church, cloisters, and other monastic buildings. On the north and south walls there are two large paintings of Saint George and Saint Minas dated in 1757. In addition to their religious duties, the nuns at the convent prepare homemade preserves and herbs which can be purchased from there.

- The Church of Saints Constantine and Helena: Located in the rural village of Tochni, the Church of The Saints Constantine and Helena is uniquely situated on a bridge in the centre of the village where under the river runs through the village. It is said that Saint Helena herself built both the bridge and the church, founding the church with a piece of the Holy Cross. A room within the church, which serves as an Ecclesiastical Museum, contains a small piece of the Holy Cross, and a small piece of the relic of Saint Helena, which are of insurmountable religious value.
- The Church of the “Timios Stavros” (Holy Cross) in Lefkara, which dates from the 14th century A.D. A special characteristic of the church is the wood-carved iconostasis which was crafted in 1760 A.D., with a secret hiding-place for the large gold-plated silver Cross which, according to folklore, contains wood from the Holy Cross. The folklore says that the Cross was brought to Pano Lefkara village by Saint Elena on her visit to Cyprus.
- Church of the “Metamorphosis of “Soteros”: (Transfiguration of Our Saviour) located in Lefkara village. It was built in the 14th century A.D. in an imposing and prominent position in the southwest of Lefkara. From the peak of “Sotira”, visitors can enjoy the amazing view which spreads out in front of them and extends towards all the points of the horizon.
- Chapel of “Archangelos Michail” (Archangel Michael) in Kato Lefkara, which was built in the 12th century A.D. A stone chapel of Byzantine style the shape of the Cross.
- Saint “Timotheos” in Kato Lefkara, built in the 15th century A.D.
- Saint “Marina” in Odou, built in the 18th century A.D.
- The “Panagia of Kofinou” which dates from the 12th century A.D.
- The “Panagia of Astathkion” in Agios Theodoros: It is built in the Gothic architectural style and dates from the 16th century A.D. The interior of the chapel is entirely covered in frescoes.

### *Intangible Cultural Heritage*

A unique intangible heritage enriches the tangible cultural heritage of the area. Below a list with the intangible assets of Rural Larnaca.

- **Lefkara Lace:** Lefkara village is home to a very special folk art, its handmade lace linens - known as “Lefkaritika”. World famous lace and a proud and prevailing tradition with invaluable cultural significance for both Rural Larnaca and Cyprus. The skilled tradition of lacemaking in Lefkara has been practised exclusively in the village since Venetian times (1489-1570 AD). The lace is made by hand in designs combining four basic elements: the hemstitch, cut work, satin stitch fillings and needlepoint edgings to form embroidered linens such as tablecloths, napkins and show pieces.
- **Basketry and basket weaving:** Basket-weaving with the use of wicker or reeds has been practised in Cyprus as a professional activity since the 19th century. Reed, wicker, or straw are used to weave the different types of baskets, including large “kofina”, or woven baskets used for the collection and transportation of agricultural produce as well as the linen baskets, and the baskets used by the fishermen. Coarse woven straw-mats used mainly as interior claddings in roof restorations of old houses or also used for shading or fencing called “kalamotes” and “psatharkes” are also made. The basket weaving has earned a place in the UNESCO Intangible Cultural Heritage List.
- **Traditional Red Clay Pottery:** Traditional red clay pottery was used to create red clay pots, intended for use as cooking utensils and as a means to transport, preserve and store food. The pots are entirely handmade, with the main tool being the low and slow pedal wheel on which the clay is placed, and the pots are formed. The red colour of the pots comes from the clay, which is made from local red soil mixed with water. The pottery that is produced in Kornos village varies in size and shape, depending on its use: “pitharia” (jugs used to create the soup “trachanas”; they were also used to store wine and water), “pitharouthkia” (pots to cook meat), “kouzes” (medium-shaped pots with necks, used to serve water), cooking utensils that were big and open.
- **“Tsiattista” poetic duelling:** The lively, impromptu oral poetry known as “Tsiattista” was inscribed in 2011 on the Representative List of Intangible Cultural Heritage of Humanity. It is often performed to the accompaniment of violin or lute in “jousts” in which one poet-singer attempts to outdo another with clever verses made up of rhyming couplets. It has long been a popular component of wedding feasts, fairs and other public celebrations, where eager crowds encourage poets to perform.
- **The art of drystone:** Drystone constructions in Cyprus are traditionally found in the rural landscape and in specific constructions in urban centres. Drystone building refers to the construction of buildings using stones without any binding mortar. It is associated with

practices related to the traditional country planning mainly of the rural areas, with the specific character of each area (mountainous, semi-mountainous, and coastal) and with the function of the construction. Drystone constructions are formed according to the knowledge of the properties of the rock and natural materials and the need to tackle natural phenomena. They constitute vital constructions for preventing landslides and floods, for fighting desertification and preserving biodiversity.

- **Traditional Easter Games:** Traditional Easter games constitute an important element of the cultural heritage of our country and continue to fascinate young and old in the communities where they are preserved. They reveal the way older and younger Cypriot societies used to have fun, the temperament of the inhabitants of those areas and the need people had to manifest their joy for the most important Christian Feast, that of Easter. They are usually played on Easter Sunday, Easter Monday or even Easter Tuesday after a feast lunch, usually in a village square or the church yard. In a climate of euphoria, villagers and visitors take part in traditional individual and team games which are mainly entertaining and do not lead to any material gain for the winners. Many of the traditional Easter games of Cyprus have ancient Greek and byzantine roots, thus proving the historical continuity of tradition and the significance of socialisation and of collective entertainment at important feasts and events.

Other locations of historic interest:

- The Stone Bridge in Lefkara (River “Syrkatis”)
- The Old Drinking Fountain in Lagia which dates from 1709 and was one of 12 drinking fountains in existence at the time used to provide water to the village inhabitants.
- The Venetian Watermill at Agios Theodoros

### *Traditions*

With the passage of time and technological advancement, many professions have been lost or are carried on only by few. However, the love of certain people for upholding tradition and customs in their daily lives has contributed positively to the preservation of these traditions and has formed a link between the generations.

At Pano and Kato Lefkara villages you will find the silversmiths who work the silver in the traditional manner with the hammer (forging). Also, the “Lefkaritiko” embroidery which goes back centuries and are famous all over the world. Also, in the area and especially in the village

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of Kornos, you will find the art of pottery, which is recognised globally having received many distinctions and prizes. Finally, an art that can be found in the area is the basket-weaving which dates from ancient times, when baskets were made to serve a range of specific practical purposes from carrying agricultural produce, making cheese, and transporting wine.

### *Traditional products*

Each place makes its own traditional products which are connected with its culture. Rural Larnaca is justifiably proud of its delicious traditional Cypriot products such as:

- ✓ Handmade pasta shaped with skewers or with the “sklinitzi” plant
- ✓ “Tertzelouthkia” (a type of pasta) with carob syrup.
- ✓ Sourdough bread and bread rolls.
- ✓ Sweet Pastries with honey and almonds.
- ✓ Sweet pastries with ground almonds.
- ✓ Pure honey.
- ✓ Dairy products (“halloumi (Cypriot cheese), “trachanas” and its famous yogurt).
- ✓ Products made from donkey’s milk.
- ✓ By-products of grapes (raisins, “soutzoukos”, “kiofteri”, “palouzes”): while raisins are made of grapes, soutzoukos”, “kiofteri” and “ palouzes”are made with grape juice.

### *Natural Environment*

The unique natural environment of Rural Larnaka has been included in the list of protected areas of the “Natura 2000” Network. Three rivers with habitats of the utmost environmental significance flow through the region. These are the rivers “Vasilikos”, Saint “Minas” and “Pentaschoinos”. The dams on the rivers, “Vasiilikos”, “Dipotamos” and “Pentaschoinos” are the most important environmental features of the region.

The region has a wide variety of natural habitats and abundant flora. There are 600 different plants, 42 of which are indigenous to Cyprus. For this reason, the “Environmental Information Center of Larnaka Mountainous Area” at Skarinou village has been set up for the purpose of educating and informing visitors on environmental and cultural issues as well as promoting the region.

## Existing development strategies and identified gaps

### *National Strategies*

At the national level, the Deputy Ministry of Tourism, which was established in 2018, is now responsible for the coordination and implementation of the National Tourism Strategy, the promotion, and the projection of Cyprus as a tourist destination, the support of the investments in tourism, the promotion of tourist awareness, the education and training, the implementation of tourism legislation and the general supervision of the tourism industry.

The Cyprus’ ten-year tourism strategy 2020-2030, which is the road map towards turning Cyprus into a sustainable tourism destination, aims at a 30% increase in income and a rise in the number of visitors from 4 million to 5.15 million in 2030. The strategy seeks to turn Cyprus into an all-year destination with the promotion of not only the coastal areas but also the mountain regions and the countryside. Moreover, the tourism strategy focuses on restoration of the tourism growth and revenue, repositioning our tourism brand and making a strategic shift towards an enriched and diversified tourism product, able to attract more higher-spending visitors and penetrate new niche segments and markets.

The Deputy Ministry of Tourism (DMT) , aiming at the development of cultural tourism and rural tourism, offers financial support in order to improve the quality of provided services as well as to create experiences and improve the relevant villages infrastructure. One of the incentives that are given through the Cyprus Recovery and Resilience Plan is the scheme for visitable handicraft and enogastronomy workshops. The scheme offers financial support for carrying out visitable workshops regarding the field of traditional or / and modern handicraft and enogastronomy. The workshops are addressed to both Cypriot and foreign visitors and their aim is to introduce them to the tourist product of Cyprus. Visitors will have the opportunity to be toured to the workshops, watch live the crafting process and the preparation of traditional products of enogastronomy, and if they wish, take part in experiential, interactive



activities, to acquire unique and authentic experiences. Another financial support that is provided by the DMT is for the enrichment and upgrading of the tourism product for lengthening the tourist season aiming at the development of new products and services concerning special interest tourism, supporting investments of existing hotel and tourist accommodation units for the upgrading, modernization and enrichment of their facilities and services and the modernization and enrichment of premises and facilities of establishments relating to special interest products and accommodation units.

Very recently, in July 2021, the Ministers of Energy, Commerce and Industry and Agriculture, Rural Development and Environment and the Deputy Minister of Research, Innovation and Digital Policy presented the “Cyprus Action Plan for the transition to a circular economy 2021-2027” with a budget of €90m that has been already approved by the Council of Ministers. By moving to a circular economy, there will be opportunities for the transformation of companies and industry, in order to gain more competitive advantages and become more competitive, resilient and more sustainable at a local and international level.

The “Cyprus Action Plan for the transition to a circular economy 2021-2027” is based on the following four pillars:

- 1st Pillar – Cultural change for a circular economy: It includes informing the business community and consumers about the prospects and business opportunities of a circular economy, information campaign for the sustainable management plan “Pay as you throw” and providing training on circularity issues.
- 2nd Pillar – Providing incentives for investments in a circular economy: It includes the development of a Consulting and Financial Guidance Plan of €1m (€15 thousand per company), the development of “Go Circular” Grants schemes of €1m. by the Research & Innovation Foundation for the development of new circular products and services and the utilisation of HRDA plans for training on circular economy.
- 3rd Pillar – Development of circular economy infrastructures: With a total cost of €2m, conduct a study to identify the appropriate waste streams to be declassified, create an online sharing platform that will enable companies to share equipment, services, facilities, waste, etc., and create an integrated system of supervision and monitoring of waste management projects.

- 4th Pillar – Municipal Waste Management: Development of a “Pay as you Throw” scheme (€25m), for the separate waste collection in mountainous areas, development and operation of a network of Green Recycling Points to help remote communities (€3.5m), domestic composting of organic waste (€7m), development of Product Repair and Reuse Centres (€4m), reduction and separate collection of solid waste in Limassol – Paphos (€5m) and waste recovery plan collected separately (€15m).

The Ministry of Energy, Commerce and Industry prepared the Grant Schemes and an Incentive Scheme that has been announced which will give industries the opportunity to invest in projects and practices that lead to circularity.

### *Regional Strategies*

At the regional level, the Larnaca Tourism Board was established to promote Larnaca as a tourist destination, to improve and enrich the tourism product and to resolve any issues that may directly or indirectly affect Larnaca and its potential as a holiday destination. The Company is the official body that represents tourism in Larnaca at the regional level. It is a collaboration of all tourism stakeholders of Larnaca, including the Larnaca Chamber of Commerce and Industry (Chairman), the Deputy Ministry of Tourism, the Municipality of Larnaca and other local authorities, the local Association of Hotel Agents and Travel Agents, Larnaca and Famagusta Development Agency and the Cyprus Agritourism Company. Larnaca Tourism Board is responsible for the coordination of the actions for the implementation of the Larnaca Regional Tourism Strategy and annual action plans. All involved stakeholders work tirelessly for the upgrade and enrichment of the tourist product and services of Larnaca.

The regional body that acts as a funding organisation in the Larnaca and Famagusta Districts is Larnaca and Famagusta Districts Development Agency, both a Local Action Group (LAG) for the rural areas and a Fisheries Local Action Group (FLAG) for the fisheries area. With a total budget of 5.4 million euros coming from the two co-funded programs (Leader – CLLD) as well as from around 2 million coming from competitive European projects, the aim is to make use of this fund in order to create self-sustaining, diversified, and vibrant rural and fishing areas, that will attract people for work, habitation, and visit.

More specifically, the Measure 19 – LEADER, which is funded by the Rural Development Programme 2014-2020 through the LAG Larnaca and Famagusta Districts Development Agency,

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focuses in rural areas that are lagging in development, have significant loss of population and ageing population and face abandonment. Particular emphasis is given to areas that have emerged as diversified growth cores, based on their rich cultural heritage. Therefore, the Measure 19 Leader, with a total budget of 3.2 million Euros, focuses on grants on agrotourism such as the improvements of small agrotourism units, cottage and handicraft industries, thematic farms, retail stores associated with agricultural products, the promotion, organisation of cultural events, educational projects, cooperation activities and other.

Similar to the above, there is the Priority 4 - LEADER for fisheries areas, which provides for the financing of projects in the fisheries sector, giving emphasis on supporting small-scale coastal fishing, development of fishing areas as well as enhancement of the fishing tourism and measures regarding the marine environment. The implementation of Priority 4 from the FLAG Larnaca and Famagusta Districts Development Agency, with a total budget of 2.2 million Euros, funds projects for retail trade and fish processing, application of a quality sign for fish taverns, scheme for fishing tourism and diversification of activities, trainings, and organisation of cultural events.

### *Identified Gaps*

During the workshops the discussions among the stakeholders identified gaps that we have in Cyprus and at the same time affected the pilot area of Rural Larnaca. This is summarised below:

“Sea and Sun” remains by far the first and most important incentive for choosing Cyprus as a tourist destination, significantly ahead of the other incentives, the so-called special interest tourism categories. On the other hand, there is significant room for improvement regarding the efforts to enrich the Cypriot tourism product with special interest tourism categories and experiences.

Another gap is that despite our good climate all year around, the tourism sector suffers from high seasonality which has been getting worse over the past decade. Most income is generated between June and September and that is a major problem for investors, entrepreneurs, and employees. This lowers attractiveness, income, and profitability for those involved in the sector.

At the same time, there is a weak performance of the tourism sector. The financial situation and profitability of many tourist businesses has arguably been weak, and investment remains somewhat low. Averages in lengths of stay, occupancy rates, and above all daily spending, especially outside of hotels, are registering negative trends. Cyprus' product and its competitiveness are both in decline.

The low level of experiential value of the offer is reinforcing what is perceived as a loss of Cypriot identity and Mediterranean personality. This leads to a lower return rate of tourists and a deterioration in Cyprus' competitiveness as a destination.

The high level of visual pollution also presents a threat to the development of tourism: the lack of cultural identity, pollution through unplanned building activity, unregulated advertising and pollution through illegal waste disposal are some examples. Similarly, noise pollution causes problems for tourism development throughout the country.

Weaknesses in air capacity is another gap. There is no national carrier actively serving the interests of the Cyprus government and enterprises. For many international airlines, traffic to Cyprus is too low to justify additional connections. New local airlines are mainly serving existing key markets and neglecting new potential markets. Also, investing in sustainable airport infrastructures for both airports (Larnaca and Paphos), that can achieve net zero emissions, embody a circular economy approach to their built assets, adopting materials passports and other measures to enable the reuse of materials when facilities reach their end of life, address biodiversity impacts and become healthier for employees, communities and users.

Planning in both urban and rural environments is lacking a central approach. This needs to follow a selected growth model, which identifies specific destinations, the speed and the type of growth that is appropriate for each of these destinations. National, regional, and local planning interest approaches often conflict in the absence of a clear nationwide tourist development plan, the results of which are often chaotically planned.

Weak industry innovation, intelligence, and technology support processes is another gap. Cyprus, like many other areas that lack research and innovation, presents a low degree of modernisation and persistent inability to adapt to worldwide trends.

Finally, the lack of stakeholder trust and collaboration is something that needs to be reinforced. Public-private collaboration is weakened by the mutual distrust and unrealistic expectations of the private sector regarding public support. The complicated relationship between national, regional, and local authorities adds to these issues.

## How can cultural heritage innovations bring us to circular cultural tourism? Local co-creation process.

Since we are focusing on the circular economy, the action plan is taking into account the five circular economy principles that is rethink, innovate, revalue, reduce, and regenerate. As you can see in Figure 1 the core of the process is the stakeholders, they are the heart, the ones that have the knowledge of the area and the ones that are the vehicle for the implementation of the different actions and the ones that will ensure a sustainable tourism development for Rural Larnaca.

The first step of the process was to have a good context analysis that has been done with the collection of relevant data for our pilot area but also input that came from the stakeholders during the first local workshop (LWS). At the second LWS we focused more on the visions and goals and the main points raised for our area. Also, in the second LWS the stakeholders gave us their first ideas and solutions for the actions. The process ended with the third LWS and the Hackathon where the stakeholders deepened into the actions and the measures as well as the funding opportunities and the monitoring and assessment of the action plan.

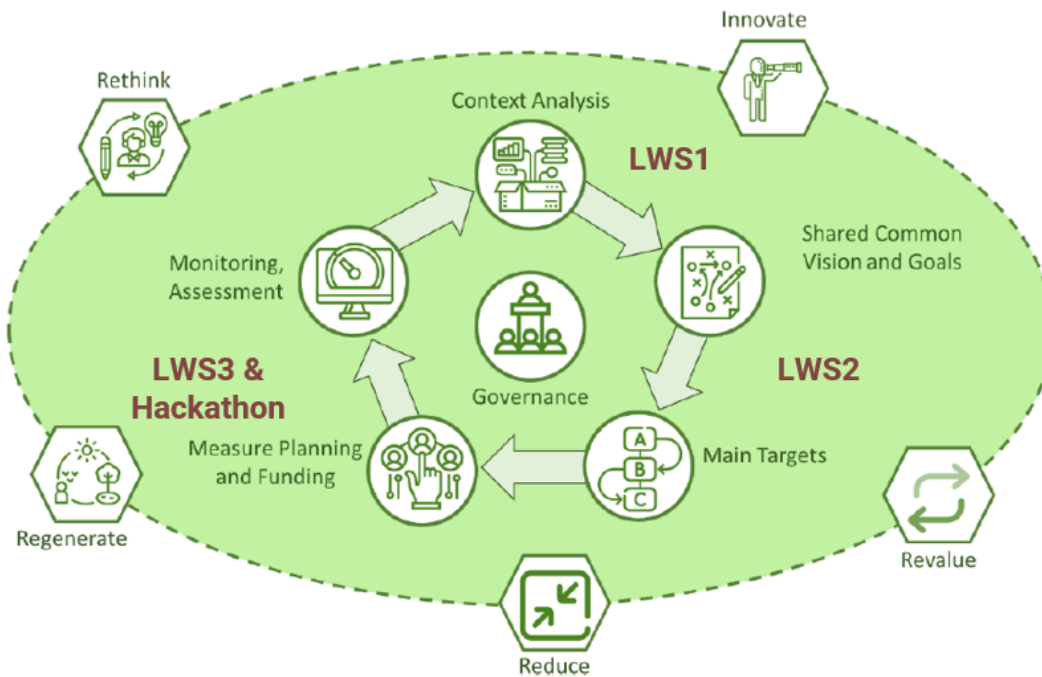


Figure 1: The Process Towards a Circular Cultural Tourism Action Plan for Rural Larnaca

## Mapping of inclusive and diverse stakeholder ecosystem

As mentioned above, the stakeholders are the core of the action plan, the ones that have proposed the activities and the ones that will support their implementation. During the co-creation process a wide range of stakeholders were involved coming from different organisations and different backgrounds based on the Quadruple Helix model which involved representatives from all members of society; public authorities, industry, academia, and citizens.

Most of the stakeholder's origin was from the Rural Larnaca but also, we had participants that live and work in other areas of Cyprus. Most of the participants knew each other since they have collaborated in the past and continue to collaborate in different projects or work together. Most of the stakeholders are from sectors connected to tourism, for example from different NGOs, SMEs that produce and sell traditional products, agrotourism units, museums, etc. Also, we had two universities and a representative from the Deputy Ministry of Tourism.

In general, the climate between the participants was very good, with good communication and collaboration and they worked very well in the different groups. All of them participated in the

discussions and gave their opinion, feedback, and ideas. They were very active and enthusiastic and that resulted in a lot of ideas and actions for the Rural Larnaca action plan which they will support for its implementation.

Below we can see a diagram and a table containing the different types of stakeholders that participated in the co-creation process of the action plan for Rural Larnaca. In the diagram we can see the relevant types of stakeholders coming from the different levels, that is from the area, the district and from national level. Most of them are coming from the pilot area but as well we have good representation from the district and the national level. Considering that Cyprus has no regions, and all development planning is done at a national level this is very important for the process of developing the action plan.

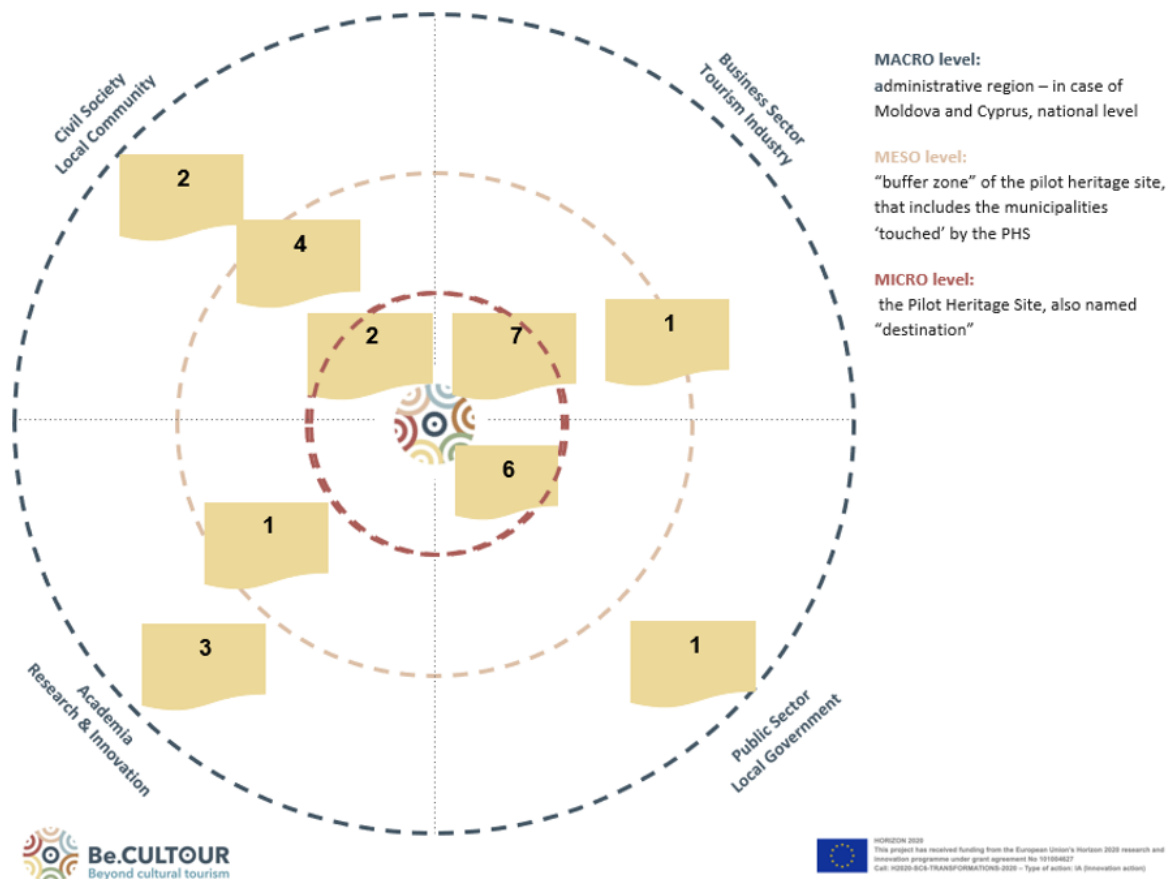


Figure 1: The Stakeholder Mapping

Table 1: Type of Stakeholders

Organisation	Level (Macro/meso/micro)	Sector
<b>National Authorities</b>		
Cyprus Deputy Ministry of Tourism	Macro	Public sector
<b>Local Authorities</b>		
Community Council of Agios Theodoros	Micro	Local community
Community Council of Odou	Micro	Local community
Community Council of Kalavassos	Micro	Local community
Community Council of Vavla	Micro	Local community
Community Council Kato Drys	Micro	Local community
Community Council Tochni	Micro	Local community
<b>Academia</b>		
Cyprus University of Technology	Macro	Academia/Research and Innovation
UCLan Cyprus	Macro	Academia/Research and Innovation
UCY	Macro	Academia/Research and Innovation
Lefkara School	Meso	Academia/Research and Innovation
<b>Business Sector</b>		
Charalambos Holiday Cottage	Micro	Business sector/Tourism industry
Paradisiotis Ltd (SME)	Meso	Business sector
Traditional products maker	Micro	Business sector/Tourism industry
Oros maxaira (SME)	Micro	Business sector/Tourism industry
Garden Kamara House, Kato drys and Bee and Embroidery Museum, Kato drys	Micro	Business sector/Tourism industry
Ermi Traditional Sweets (SME)	Micro	Business sector/Tourism industry
Ktima Christoudia (Winery)-SME	Micro	Business sector/Tourism industry
Cyprus Vegan Guide	Micro	Business sector/Tourism industry
<b>Civil Society</b>		
Women Association of Rural Larnaka	Micro	Civil Society
RIK (Journalist)	Macro	Media
Phoenix	Micro	Civil Society
Alpha Cyprus	Macro	Media
Journalist (Apopsi-La)	Meso	Media
Pro Women	Meso	Civil Society
Freelance tourist guide	Meso	Tourism Industry
Metropolis of Trimithountas	Meso	Civil Society



Odou Youth Centre	Micro	Civil society/Local community
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## Mapping of recognized and hidden assets

As it was mentioned above, the Rural Larnaca is an area with rich culture and history that dates back more than 10000 years. All the civilizations that pass from the area left their mark and that is what makes Rural Larnaca an interesting area to explore. Many of Rural Larnaca's cultural assets remain hidden, known only by the older locals and face abandonment and desertification. The history, myths and stories that accompany these hidden assets are only passed from mouth to mouth and there is not any documentation. A mapping and a recording of the different hidden assets of the Rural Larnaca has been done during the first workshop. The most important hidden assets are the following:

### *The abandoned settlements of "Drapia and Parsata"*

The village of "Drapia" is a mediaeval village located northwest of Kalavassos, on the east bank of the "Vassilikos" River. It was abandoned in the early 19th century, as a result of the closure of the Kalavassos mines, which provided employment for the villagers. Adjoining "Drapia", is another abandoned settlement, "Parsata", which also relied on the Kalavassos mines for employment, and was dissolved at a similar time as "Drapia". The village also has remains of typical stone-built houses, with wooden doors and roofs of various materials, in addition to its charming countryside views. The two small "villages" have a common predestination and a largely common history. They were built for the same reason and were abandoned for the same reason too. In the ancient years, humans dug and found many precious metals in the mountains surrounding Kalavassos. They created many mines and miners from different areas of Cyprus coming from as far as Paphos, arrived in Kalavassos looking for a job.

The two settlements could be two "live" community cells of our society. A plan for the reconstruction of the two settlements is needed to put into place based on their original architectural basis. With this way we can show to visitors the old houses, the way of living and promote the history of the area on the mining and miners and the importance it had for the area and the mark that it left.

### *The old forger of Ora*

The blacksmith is a metalsmith who creates objects primarily from wrought iron or steel, but sometimes from other metals, by forging the metal, using tools to hammer, bend, and cut. With their acquired skills and experience accumulated while working with metal, local craftsmen — blacksmiths, tinsmiths, and coppersmiths, for centuries had served the everyday needs of the population's different classes, passed on, from generation to generation, the secrets, and skills of metal processing. Today, Cyprus takes pride in this legacy and attempts to preserve it, striving to develop this ancient tradition in the conditions of the modern material world. The old forge of Ora could be an opportunity to preserve this traditional occupation, developing education tourism and at the same time experience tourism.

### *House of "Manos Loizou" in Agioi Vavatsinias*

Agioi Vavatsinias, a small, beautiful village whose houses are perched on the slopes of the brown fiery hills. Today it has around 80 permanent residents. At the village, there is the house of "Manos Loizou", a composer of Cypriot origin who is considered one of the most important artistic presences in the field of modern Greek music. He wrote songs in various styles. The community, wanting to honour this great composer, wants to preserve its house and make it visitable.

### *Mine and train tracks in Kalavassos*

Located 6km northwest of Kalavassos are the mines. These mines have assisted in the employment of many people during its operation. The area of Kalavassos had many advantages due to the river Vasilikos which ensured the irrigation and water supply as well as the metal deposits of the area. The Kalavassos mines offered work to the agricultural population of the nearby villages, and they assisted in bringing large amounts foreign currency to Cyprus. The mining activity was important for the economy of Cyprus. Today the mines remained closed and abandoned. The community of Kalavassos wants to maintain the mines in such a way that visitors can see the excavations as they used to be done in the old years. An opportunity for the visitor to experience tourism activity.

### *Watermills of Kalavasos*

In the “Kotsines” location of the village of Kalavasos and very close to the archaeological site “Tenda” there is one of the water mills, one of those that the farmers of the village had built in the centuries that have passed. The entrance cistern, the huge funnel, the ground floor room where the millstones were, as well as the auxiliary rooms for waiting and hosting the mill's visitors, are built with local stone.

### *Skarinou Station*

In the early 1900s, when Cypriot merchants, travellers, pilgrims, and those who simply wanted to go to Limassol and Paphos, passed through the place where there was a small bridge over the river “Pentashinos”. A progressive resident of Skarinou noticed that travellers were stopping for water and to feed their animals. So, he thought and started offering various services to the travellers. Over the years, more and more people passed through that part of the river and the estates and the mansions they built under towering trees were established as Stations.

### *The art of dry stones building*

Buildings - retaining walls that resulted from the stoning of the fields, stone-paved pavements that formed the paths in the settlements and the connection between them, the paths and accesses to the fields, threshing floors for sorting and grinding cereals and pulses, water management systems for pumping, networking and channelling the water in the cultivation, in the water-powered flour mill, in the cistern, in the pasture, in the field, in the residence, in the sheds, huts and corrals for temporary accommodation and protection from weather conditions and farmers and for keeping their livestock. The contribution of drystone building practices to the maintenance of an alternative mode of social and rural organisation was significant and their construction process, which required coordination and collective work, contributed to the social cohesion of local communities.

### *Saint Athanasios “Pentaschinitis”*

Several years ago, the settlement of Agios Theodoros was located in the “Pentaschoinos” area, a short distance from the sea. Saint Athanasios was born and lived there. He got the name “Pentaschinitis” because he lived in that area. The chapel dates back to the 7th century and was built over the tomb of the Saint. From its ruins it appears to have been a magnificent temple.

The Saint's tomb as well as another tomb, said to belong to his father, were discovered in 2004 after excavations.

This is not an exhaustive list. More assets of the area exist and as an action of the local action plan is the creation of a database that will map and record all the hidden assets and their history in order to be preserved and passed to the next generations.

## Mapping of specific heritage and cultural tourism-related challenges

The area of Rural Larnaca faces a lot of challenges. The first challenge is the high seasonality, with the tourist period to be between the months of May and September and the peak season between June-August. That puts an excessive pressure on vital local resources, such as water, energy, and wildlife. We are facing the overconsumption of water, electricity, and other utilities that put pressure on the area's natural resources. Therefore, there is a need to promote the sustainable use of resources to ensure tourism doesn't deplete the resources that people, animals, and the industry itself rely on.

The high seasonality creates another challenge, the overexploitation of high-demand areas. Rural Larnaca faces the phenomenon of the over-exploitation of natural resources that harms the health of ecosystems and the wellbeing of people. In the face of environmental crises and growing inequality, we need to act, including developing extended producer responsibility and supply chain legislation, guaranteeing green public procurement, supporting technical innovation to enhance resource circularity, and adopting decision-making processes that include and respect women, indigenous peoples, and local communities.

Thirdly, as an identified challenge we should mention the lack of a database of cultural monuments and natural heritage sites, especially the hidden treasures of our area. The area of Rural Larnaca has a long history of different civilizations that left their mark in the area, however there is not any formal exhaustive list of cultural monuments other than those listed as antiquities class A (public) and class B (private ownership). The lack of a formal exhaustive list of cultural monuments of cultural heritage (both private and public) causes a huge problem in terms of providing the relevant services to all stakeholders and the wider interested audience. There is a great necessity for a unified database and portal with regards to the implementation of international standards in the field of cultural heritage management and ensuring access to information on cultural heritage, which, in turn, promotes raising public

awareness but at the same time ensures the dissemination of knowledge and continuation of our customs, traditions and history.

While Rural Larnaca has many cultural elements to show the level of visibility and accessibility is rather low. Many of the hidden elements do not have the relevant specifications so they can be visited and there is an urgent need of relevant renovations so they can be preserved. There is the risk of no respect to the landscape and correct restoration practices to ensure the protection of the integrity and authenticity of the sites.

Another challenge that is faced in regard to the hidden but also unhidden cultural assets of the area, is their limited promotion and visibility. Most of them are only known by the locals and are not promoted so they can be known to local and foreign tourists. Also, there is not any signage to guide you to these assets or any information or an official tourism website where relevant information can be found.

The fact that many villages are currently of little or no interest to international tourists mainly due to visual pollution is another challenge we need to face and improve. The vision of a cleaner, more authentic, and aesthetic cultural site shall be developed, encompassing four different categories: outdoor signage and advertising, pollution, land use and protection, and architecture.

The limited level of collaboration and networking and the absence of synergies of the different stakeholders in the area it's something we all need to work on improving. Many destinations have attempted to move toward sustainability, but unfortunately, have been hindered in their attempts by a lack of collaboration among stakeholders that is necessary to support their sustainability agendas. Collaboration, specifically through multi-stakeholder partnerships, has been seen as an effective way to support initiatives in tourism development.

A major challenge that is faced is the low level of experiential offer. Tourists expect more and more to be able to book and live meaningful, unique, and authentic experiences during their travels. They seek experiences they will never forget and can be shared with others, and they are willing to pay for them. Even though the area has a lot of cultural assets (tangible and intangible), rich traditions, arts and crafts and gastronomy that are the basis for offering a variety of natural and cultural sights and activities, the experiential level that is offered is currently very low. As a consequence, the resulting value generation for both tourists and local

businesses is deficient and the differentiation of Rural Larnaca within the marketplace is rather weak.

Further, the pilot area suffers from a low level of digitalization, innovation, and skills. Digitalisation provides the tools, frameworks, and technologies to create and/or add value to tourism products and experiences but the success of digitalisation depends on the capacity of the tourism sector to share, learn, and collaborate. What is missing in our area is the lack of skills of the SMEs, the necessary technical resources in their workforce to fully realise digital potentials and develop digital technologies in tourism.

The fact that there is a limited absorption of available funding is reinforcing the above-mentioned challenges. Although both national and EU funding opportunities are available, improvement is required for the identification of the available funding opportunities that match the project requirements and can be utilised to the maximum.

### Involvement of the Community in Actions

The overall goal of the action planning is also to increase our community's ability to work together to affect conditions and outcomes that matter to the local residents—and to do so both over time and across issues of interest. Proper planning of any initiative is critical for yielding the best results or outcomes possible. The proposed action plan is the outcome of a significant investment of time and energy of the different stakeholders. It is the outcome of a richness of diverse views represented within our stakeholder group who worked in a collaborative way in order to achieve the best outcome for the Rural Larnaca.

What was important during the co-creation process is to make them understand that the local community should be the main actors not only preparing the action plan but also implementing the action plan.

All the actions proposed involve a wide range of stakeholders that play a key role in the Rural Larnaca. Also, there is the consensus from all and all have been engaged and have a role in implementing the different actions. To ensure the involvement of the community but moreover to ensure that the action plan will be implemented we have a specific action that is the creation of a Tourism Living Lab in the area. With the aim to have a systematic co-creation approach that brings together business, academia, and all relevant stakeholders of the rural

Larnaca in an effort to enhance collaboration and engage all stakeholders to assess new ideas and innovative concepts and continue the work that has been initiated with the Be.Cultour workshops.

To also enhance the involvement of the community in the action we will set up a communication process within all sectors of the local community. Continue to hold planning group meetings and additional public forum meetings, making sure to publicise these appropriately via local newspapers, email, social media. Communicate with all relevant audiences and let them know on the process as well giving them the opportunity of giving feedback.

## Meaning and value of local cultural heritage Actions for European history and culture

Europe's cultural heritage is a rich and diverse mosaic of cultural and creative expressions, an inheritance from previous generations of Europeans and a legacy for those to come. It includes natural, built, and archaeological sites, museums, monuments, artworks, historic cities, literary, musical, and audio-visual works, and the knowledge, practices and traditions of European citizens.

Cultural heritage enriches the individual lives of citizens, is a driving force for the cultural and creative sectors and plays a role in creating and enhancing Europe's social capital. It is also an important resource for economic growth, employment, and social cohesion, offering the potential to revitalise urban and rural areas and promote sustainable tourism.

During the design of the action plan the cultural heritage as a shared resource, raising awareness of common history and values, and reinforcing a sense of belonging to a common European cultural and political space has been considered. In particular, the co-creation process for the action took into account the following:

- ✓ Participation and access for all,
- ✓ Smart solutions for a cohesive and sustainable future,
- ✓ Safeguarding and protecting cultural heritage,
- ✓ Mobilising knowledge and research,
- ✓ Reinforcing collaboration and synergies.

## Discovering the “beyond” in circular cultural tourism: how Actions address other economic sectors and residents’ needs.

Tourism is an essential contributor to economic growth, social and cultural development. Cyprus is now an established tourist destination, however the pandemic as well as new tourism trends and preferences brought a new situation. The current tourism trends and preferences include forms of tourism that focus on avoiding overcrowding, green tourism, the combination of work and travel, immersive experiences, engagement with the local community and more.

These trends were aligned with the Action Plan which has foreseen the need to invest in the upgrade and enrichment of the tourism product and to diversify the offer by creating local and cultural experiences. What is being addressed is the impact of the action plan on the sustainability and quality of life of the local population. The aim is not only to attract visitors but at the same time to attract investments in the pilot area, especially for infrastructure projects which will benefit tourism development as much as other sectors of the economy. Investments in creating and improving facilities, infrastructure, environment, etc., that will have a direct impact on the demand growth but as well will improve the quality of the life of the local residents. The local quality of life increases when three things are achieved at once: greater wealth, a greater sense of well-being and their capacity to continue generating these two elements in future is preserved.

The Action Plan also put the basis to generate the necessary stakeholder consensus and support around cultural tourism development and management. In this sense, the action proposed are capable offering positive value for all parties involved: i) for the local population, who must see their quality of life and confidence in the future improved (not worsened) through tourism, ii) for investors, who should be offered attractive and sustainable investment opportunities with minimum barriers and iii) the tourists, to whom Rural Larnaca should offer an exceptional tourism experience and excellent service. The tourism activity should also contribute to the preservation and enhancement of the natural and cultural heritage for future generations.

At the same time, one aspect that we should take into account is the contribution of tourism in employment. Direct employment in the tourism industry (accommodation and other tourism related activities) as well as indirect employment that is generated by the tourism sector in



other sectors of the economy, following the additional production from suppliers (which allow the tourism industry to provide the required goods and services).

Another important aspect that we should take into consideration is the upstream and downstream links of tourism with other sectors of the economy, especially transportation, trade and construction, providers of personal and professional services, and other relevant sub-sectors not included in the Hotels and Restaurants sector. The trickle-down effect in other sectors is known as the multiplier effect: an initial injection of direct tourism expenditure into tourism-related sectors leads to successive expenditure cycles throughout the economy that exponentially increase the direct expenditure's contribution. The tourism multiplier plays a crucial role in converting tourism expenditure into tourism production, revealing the impact that tourism expenditure has over other sectors of the economy.

Thus, it is expected that the effects of tourism growth resulting from the implementation of the action plan that focuses on circular cultural tourism will change the current volume and weight of other economic sectors. Properly implemented, the Action Plan, will create not only additional income for the tourism sector of the Rural Larnaca but additional income for the rest of the sector of the area that are connected with.

## **Why will our Action Plan be sustainable? Monitoring and evaluation.**

A central monitoring system of the action plan will be launched to provide relevant quantitative and qualitative information and intelligence in a user-friendly way, ensuring both public and private sector decision-making is based on sound knowledge.

Based on this, a Monitoring Committee will be set up that will be responsible for planning and monitoring the implementation of the Action Plan. Monitoring the action plan will help us to ensure that the actions are being implemented as expected and act proactively in the case any changes are needed to the actions. At the same time, we should evaluate the actions and see whether their implementation brought the expected results.

The Monitoring Committee consists of the following organisations:

- Deputy Ministry of Tourism
- Larnaka Tourism Board

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- Larnaca and Famagusta Districts Development Agency
- Cyprus University of Technology
- Women Association of Rural Larnaka
- Metropolis of “Trimithountas”

The Monitoring Committee will meet every three months to assess the progress of the action implementation and if necessary to take any additional measures or make relevant changes if necessary.

## Action Plan: Overview of actions, sub-actions and innovative solutions

Based on the workshops and discussions and the different interviews with the stakeholders, we have developed the mission and vision statements below, which we feel reasonably represent the feelings of the stakeholders involved in the planning process.

### Mission Statement

Offer memorable tourism experiences based on the local rich culture and heritage and at the same time improve the quality of life of the local people. The Mission has two priorities:

- Offering memorable experiences for the international and national tourists,
- Ensuring that tourism will improve the quality of life of the local population while preserving their local identities and inspiring greater confidence in their future.

### Vision

*«Rural Larnaca: An Environmentally Conscious Destination, a Digital Destination that Offers Memorable Cultural Experiences and Improves the Quality of Life of Local Residents»*

### Specific Objectives

SO1: Promote Rural Larnaca as a sustainable and circular economy destination

SO2: Deliver an exceptional tourism experience

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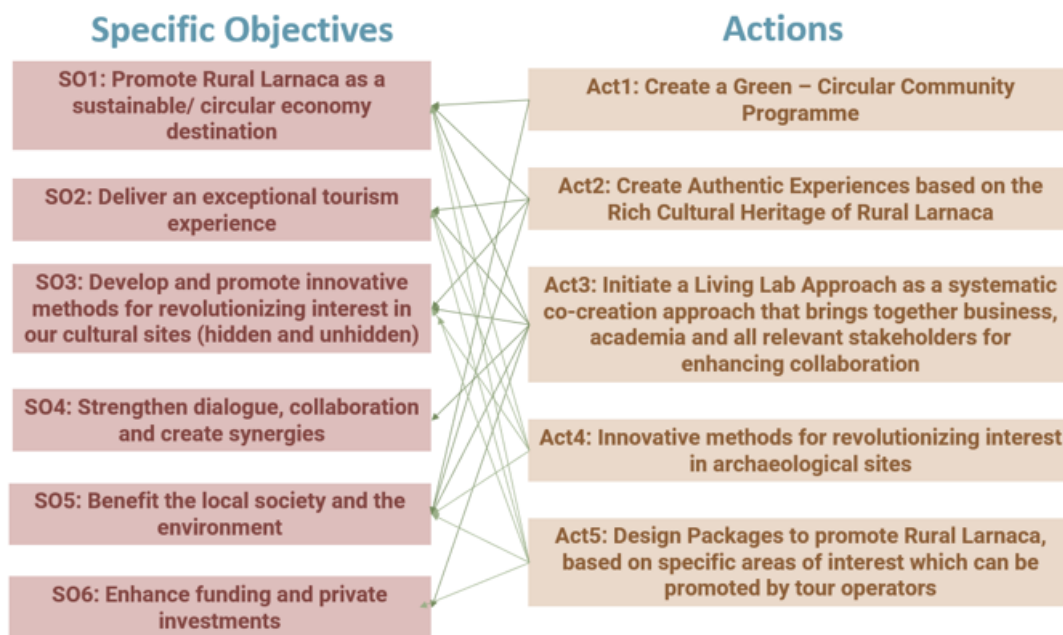
SO3: Develop and promote innovative methods for revolutionising interest in our cultural sites (hidden and unhidden)

SO4: Strengthen dialogue, collaboration and create synergies

SO5: Benefit the local society and the environment

SO6: Enhance funding and private investments

Below you can see the relations between the specific objectives and the different actions and innovative solutions. All the actions are covering more than one specific objective.



## Action 1: Create a Green – Circular Community Programme

As we plan for the future, green spaces need to become a priority, coinciding with a greater focus on encouraging a circular economy and the improvement of the well-being not only of the residents as well as the visitors of our pilot area. Access to nature is set to become higher up on the list of planning and local authority requirements. A green community will implement environmentally friendly practices to meet the needs of its members (e.g., conservation of water, land, energy, and nonrenewable resources, including maximum feasible reduction, recovery, and reuse and recycling of waste). Moreover, a green community will use prevention strategies and appropriate technology to minimise pollution emission and will be a great example for other regions as well.

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## Sub-action 1.1: Create a Consumeless Label

Create a label for tourism businesses and local authorities that implement specific ecological energy, water, and waste management measures. The label will be named Consumeless Label. Also, the tourism business and authorities that will get the accreditation of the label will be promoted through the interactive map (see Sub-Action 4.3) platform. A specific section will be created for the Consumeless tourism business and local authorities that will describe their sustainability efforts.

The label is assigned to private or public operators (tourist service providers) and local authorities which apply specific energy, water, and waste sustainable management actions in their activities, offering to tourists a choice of services able to minimise the consumption of water and energy and the generation of waste and to better know and appreciate local products during their stay.

A Local Committee will be created having the following commitments:

- Cooperate in defining the contents and the management criteria for the label,
- Coordinate and provide technical support on the implementation of the label ensuring the correct implementation of the rules of the label,
- Assign the label to establishments and local authorities,
- Provide to the awarded establishments the communication materials of the label,
- Promote the label and the establishments and local authorities awarded by organising training courses and setting up a help desk activities,
- Monitor the application of the label's criteria and of the results reached
- Realise on site audits for verifying the correct implementation of the label

<b>When:</b> start date and end date:	1/10/2022 – on going
<b>Be.CULTOUR innovation area(s):</b>	Rural Co-Living
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"><li>• Low level of sustainability and adaptation to circular economy principles,</li><li>• Negative impacts on the destination's image</li></ul>

<b>Cultural heritage asset(s):</b>	N/A
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Tourism Business: <ul style="list-style-type: none"> <li>– Hotels and accommodation</li> <li>– Camping sites</li> <li>– Cafes and restaurants</li> <li>– Food and handicraft shops</li> <li>– Beach resorts</li> </ul> </li> <li>• Local Authorities</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca Tourism Board – BoD members</li> <li>• Larnaca and Famagusta Districts Development Agency</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Cyprus University of Technology</li> <li>• Interreg Med project Consumeless plus</li> </ul>
<b>Raw budget estimation:</b>	N/A. The label is ready. It has been pilot tested in the area during the implementation of the Consumeless plus project and the relevant improvements have been ready. The label is ready for implementation.
<b>Funding source (European, National, local funds):</b>	European – Interreg Med Programme
<b>Other resources needed:</b>	A Committee that will be created for the accrediting and monitoring of the label
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of tourism business that have accredited with the Consumeless Label</li> <li>• Number of local authorities that have been accredited with the Consumeless label</li> </ul>
<b>Hackathon? Yes or no</b>	No

## Sub-action 1.2: Create a sustainable indicators system for measuring the sustainability of the destination

The aim of the action is to set up an observation and monitoring system for tourism data in order to measure the sustainability of tourism activities and their economic and environmental outcomes and impacts as well as the carrying capacity of the area. The action includes the development of a system of indicators that will gather data with the purpose to help the local authorities and the policy makers to monitor social, environmental, and economic impacts of tourism. Also, data will be collected in order to estimate the carrying capacity of the area in order to be able to determine and achieve the “best” compromise between continuous increase of tourism flow and the effects concerning the decline of population, changes in tradition, changes in community cohesion, pollution, congestion, and other negative impacts on residents.

The system of indicators will be based on a traffic light system (green, yellow, red). The thresholds will be set on the basis of traffic light:

- o Red: 0-33% - low
- o Yellow: 34-66% - regular
- o Green: 67-100% - high

<b>When:</b> start date and end date:	1/01/2023 – on going (sustainability indicators to be collected every year)
<b>Be.CULTOUR innovation area(s):</b>	Rural Co-Living
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"><li>• Low level of sustainability and adaptation to circular economy principles,</li><li>• Negative impacts on the destination’s image</li></ul>
<b>Cultural heritage asset(s):</b>	All cultural heritages sites of the area (for measuring their carrying capacity)
<b>Target group(s):</b>	<ul style="list-style-type: none"><li>• Local authorities of the area</li></ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"><li>• Larnaca and Famagusta Districts Development Agency</li></ul>

	<ul style="list-style-type: none"> <li>• Cyprus University of Technology</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca Tourism Board</li> <li>• Deputy Ministry of Tourism</li> </ul>
<b>Raw budget estimation:</b>	€5,000
<b>Funding source (European, National, local funds):</b>	European – Interreg Med Programme
<b>Other resources needed:</b>	Collaboration with local authorities for collection of relevant data
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• More than 50% of the indicators are above the average value (that is the yellow in the traffic light system)</li> </ul>
<b>Hackathon?</b> Yes or no	No

## Action 2: Create Authentic Experiences based on the Rich Cultural Heritage of Rural Larnaca

Rural Larnaca has a long, colourful, and rich history. Hundreds of years of contrasting civilisations, architecture and culture have left their mark on what has always been one of Cyprus' most important and diverse regions. Each village is known for its traditional handicrafts or pastimes with generations of the skilled artisans proudly continuing the local customs. Also, the villages have a very rich cultural heritage, hidden and unhidden, tangible and intangible. All these characteristics make it ideal to develop authentic experiences that travels you through Rural Larnaca's areas. The creation of authentic experiences will bring visitors (foreigners and locals) close to Cypriot nature and will give the opportunity to familiarise with local traditions and to experience the Cypriot way of life.

## Sub-action 2.1: Larnaca Renaissance Festival

The Renaissance Festival is a large and fun fair, where visitors will come not just to see performances, they will be part of the fair itself. A city will be built around the Watchtower<sup>2</sup>, a city of tents, cloth dividers, bamboo screens, plywood palaces, with pathways meandering through this city, leading to eateries, taverns, working shops of potters, ironworkers, weavers, thatchers and basket-makers, distillers, hat-makers, clothiers, and others who were the lifeblood of such a city.

As visitors wonder through the city they will be accosted by beggars, hailed by guards, attend to various proclamations. They will meet Queen “Ekaterina Cornaro”, chat with “Leontios Makhairas” discuss the plight of the Cypriot farmers with “Re Alexis” and listen to “Vintsenzo Cornaro” work on his ballads of “Erotokritos”. Minstrels will sing at street corners, “piitarides” (traditional Cypriot epic street poets) will chant and magicians will entertain. Traditional story-telling areas will be set up, a quiet corner where a chess master will take on all comers, and a straw-bales amphitheatre that will play Othello (in turns in Greek, English and Russian (if possible)). Outside the city there will be donkey and camel rides in the near countryside, and should we generate enough interest with European and American fans of such events, there will be a jousting area.

Depending on local response to a call to participate among expats in Cyprus (Chinese, Indians, Russians, etc.) the city will include sections (tents) of “meanwhile in China”, “meanwhile in India”, “meanwhile in the Middle east”, “meanwhile in Russia”.

<b>When:</b> start date and end date:	1/01/2023 – 31/12/2023 (The aim is to become a yearly festival)
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"><li>• Sensorial Heritage Experience</li><li>• Nature as heritage</li><li>• Contemporary Meaning of Heritage</li></ul>

<sup>2</sup> Each year the festival will be in a different watchtower. In the area we have the Venetian Network of Watchtowers that is Alaminos Watchtower, Pervolia Watchtower (“Rigena”), Pyla Watchtower and Xylophagou Watchtower.



<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements ⇒ risk of overexploitation of assets and no respect to the landscape and correct restoration practices</li> <li>• Limited Promotion of the area: the area is mostly known by the locals and there is absence of official tourist information</li> <li>• Low level of experiential offer</li> <li>• Overexploitation of High-Demand Areas</li> </ul>
<b>Cultural heritage asset(s):</b>	<ul style="list-style-type: none"> <li>• Hidden and unhidden cultural heritage sites of the area</li> <li>• Intangible cultural heritage</li> </ul>
<b>Target group(s):</b>	Foreigner and local visitors
<b>Responsible stakeholder(s):</b>	Women's Association of Rural Larnaca
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Local Community where the festival will be organised</li> </ul>
<b>Raw budget estimation:</b>	€30000
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> <li>• National Funds – Deputy Ministry of Tourism</li> </ul>
<b>Other resources needed:</b>	<ul style="list-style-type: none"> <li>• Volunteers</li> </ul>
<ul style="list-style-type: none"> <li>• Indicator(s) for success (also considering circularity, diversity, and inclusion):</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Education and awareness raising</li> <li>• Media presence (for example event check in, social media mentions, articles in press).</li> <li>• Satisfaction survey level</li> <li>• Volunteers' participation</li> <li>• Sponsorship satisfaction</li> </ul>

<b>Hackathon?</b> Yes or no	Yes
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## Sub-action 2.2: Needle Festivals

Year-round festivals with the mission to discover and explore Cypriot identity through cultural, entrepreneurial and sports activities. While embracing the rural landscape, the festivals will disrupt the status quo as social opportunity spaces for participants, to explore and elaborate on Cypriot identity: how it appears in daily life, sound, taste, and aesthetic through sensorial experiences and emerging relationships.

The seasonal thematic events will aim at building a tight-knit community from the bottom up, by connecting artists, entrepreneurs, traditional businesses, the elderly, and athletes. Through a holistic experience that will include artisan workshops, nature exploration activities, camping, art exhibitions, music festivals and many more.

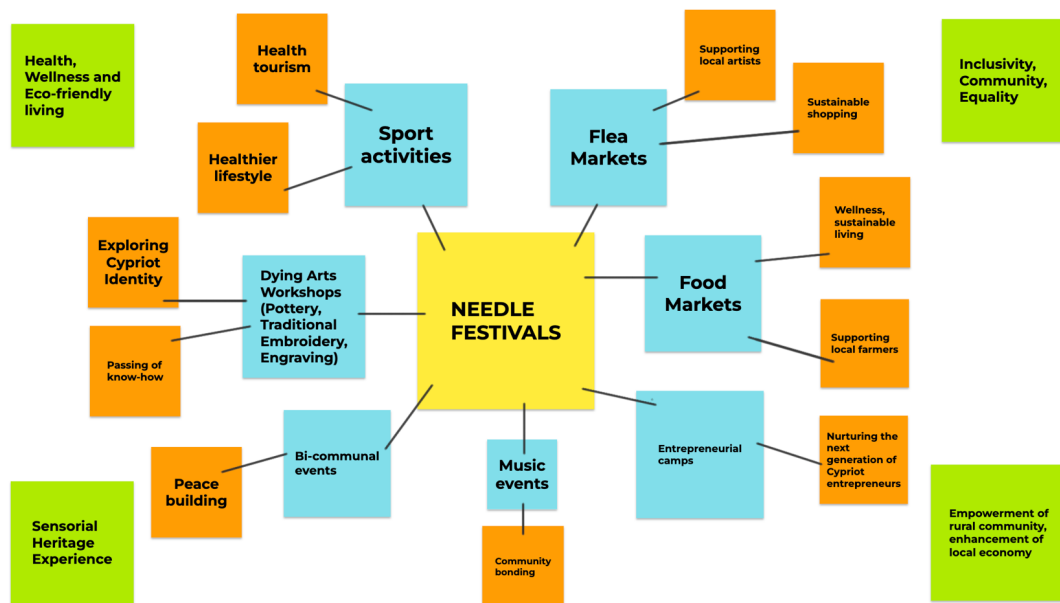


Figure 2: The Idea of the Needle Festival

The festivals will provide an environment for questioning, observing, networking, and experimenting and its driving force will be a creative community that will bring people together

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to explore and embrace their roots, traditions, and history. Territorial innovation in this case can be achieved by bringing the society together, mixing the boundaries of arts, culture, sports and business fields for social interaction and ideation.

Needle Festivals will therefore facilitate a learning experience that will be based on connecting diverse people with nature through fun and play activities to celebrate learning and knowledge transfer in a safe environment. The mission is to expand the serendipity field of the area by creating social opportunistic spaces and by creating connections and networking of the area.

<b>When:</b> start date and end date:	1/01/2023 – 31/12/2023
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Sensorial Heritage Experience</li> <li>• Nature as heritage</li> <li>• Contemporary Meaning of Heritage</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements ⇒ risk of overexploitation of assets and no respect to the landscape and correct restoration practices</li> <li>• Limited Promotion of the area: the area is mostly known by the locals and there is absence of official tourist information</li> <li>• Low level of experiential offer</li> <li>• Overexploitation of High-Demand Areas</li> </ul>
<b>Cultural heritage asset(s):</b>	<ul style="list-style-type: none"> <li>• Intangible cultural heritage</li> <li>• Arts, Sciences and Sports</li> </ul>
<b>Target group(s):</b>	Foreigner and local visitors to the area
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Local Community of Pervolia</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Local Community of Pervolia</li> <li>• Youth Club of Pervolia</li> </ul>
<b>Raw budget estimation:</b>	€10000

<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> <li>• National Funds – Deputy Ministry of Tourism</li> </ul>
<b>Other resources needed:</b>	<ul style="list-style-type: none"> <li>• Volunteers</li> </ul>
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Education and awareness raising</li> <li>• Media presence (for example event check in, social media mentions, articles in press).</li> <li>• Satisfaction survey level</li> <li>• Volunteers' participation</li> <li>• Sponsorship satisfaction</li> </ul>
<b>Hackathon?</b> Yes or no	Yes

### Sub-action 2.3: Sensory Bee Nature Trail

The Sensory Bee Nature Trail will add value to a nature path which is rarely used due to the lack of differentiation with other paths. Its unique theme will become a point of attraction and education about the importance of Bees but also relaxation and well-being as the humming of Bees will be heard everywhere in the path.

Technology will be used as well as traditional tools for awareness about the life of bees on their journeys, and bee plants will be planted in addition to the existing wild species, with interactive explanations about their healing properties and contribution to the quality of the life of Bees and the quality of the Beehive products. Bee hotels will be created reusing natural components and water fountains will be installed with solar collectors, as water is a source of life for the pollinators and source of relaxation for the mind.

Intervention to the environment will be minimal, clippings of the trees will be used for the creation of Bee Hotels along the trail, the existing water sources will be used for the fountains, where the history of the trail, as the place where ladies were washing their clothes in old times, will be heard with the use of digital tools.

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The sensory trail will aid in the regeneration of a picturesque village, which has very few citizens in their 80's with amazing knowledge which is in threat of being lost, and few young keepers who are trying to survive in a remote village. The project will be aligned with all the efforts of branding the area as the Honey Routes and will attract youth and children due to the digital tools which will be used.

<b>When: start date and end date:</b>	1/01/2023 – 30/06/2024
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Sensorial Heritage Experience</li> <li>• Nature as heritage</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements ⇒ risk of overexploitation of assets and no respect to the landscape and correct restoration practices</li> <li>• Limited Promotion of the area: the area is mostly known by the locals and there is absence of official tourist information</li> <li>• Low level of experiential offer</li> <li>• Overexploitation of High-Demand Areas</li> </ul>
<b>Cultural heritage asset(s):</b>	Village of Vavla but also the 9 local communities of the Honey Routes, adding value to the Honey routes and all the activities that take place in the area.
<b>Target group(s):</b>	Foreigner and local visitors to the area
<b>Responsible stakeholder(s):</b>	Troodos Network of Thematic Centres
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Vavla Community Council</li> <li>• Larnaca Tourism Board</li> </ul>
<b>Raw budget estimation:</b>	€25000
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> </ul>
<b>Other resources needed:</b>	<ul style="list-style-type: none"> <li>• Volunteers</li> </ul>

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<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Education and awareness raising (posts in social media, articles, etc)</li> </ul>
<b>Hackathon?</b> Yes or no	Yes

## Sub-action 2.4: Tours with Locals

Tours with locals is an idea of envisioning a world with no mass tourism, but personalised travelling and experience. While tourists are flocking to the city centres and hotspots, locals are drawn away to avoid the crowds, and enjoy their local life. This is where Tours with Locals comes in.

The aim of the action is to connect people with cultures by breaking down barriers between travellers and locals. With this in mind, the locals will be trained to become local tour guides and be able to share authentic experiences with the visitors, taking them to the hidden gems of the villages, on amazing adventures that they will not find elsewhere. The local hosts are one of a kind, sharing their own experiences for each village and connecting with the visitors. The local tourists' guides will be offering unique, personal, and authentic local experiences offering the visitors a unique way to experience the culture and lifestyle of the rural Larnaca.

The action included the following sub-actions:

- Creation of a training course for local tour guides
- Creating a platform to serve as a marketplace which facilitates the connection between travellers and local hosts.

<b>When:</b> start date and end date:	1/01/2023 – 31/12/2024
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Sensorial Heritage Experience</li> <li>• Nature as heritage</li> <li>• Transformative Travel</li> <li>• Post Cultural Tourism</li> </ul>

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<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements ⇒ risk of overexploitation of assets and no respect to the landscape and correct restoration practices</li> <li>• Limited Promotion of the area: the area is mostly known by the locals and there is absence of official tourist information</li> <li>• Low level of experiential offer</li> <li>• Overexploitation of High-Demand Areas</li> </ul>
<b>Cultural heritage asset(s):</b>	All tangible and intangible cultural assets
<b>Target group(s):</b>	Foreigner and local visitors to the area
<b>Responsible stakeholder(s):</b>	Larnaca and Famagusta Districts Development Agency
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca Tourism Board</li> <li>• Women's Association of Rural Larnaca</li> <li>• UCLAN University</li> </ul>
<b>Raw budget estimation:</b>	€60000
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> </ul>
<b>Other resources needed:</b>	N/A
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of locals trained and accredited as tourist guides</li> <li>• Number visitors that are hosted by a local tour guide</li> </ul>
<b>Hackathon?</b> Yes or no	No

## Action 3: Create a Living Lab

A living lab, or living laboratory, is a user-centred, iterative, open-innovation ecosystem concept operating in a territorial context integrating concurrent research and innovation processes within a public-private-people partnership. The concept is based on a systematic user co-creation approach integrating research and innovation processes. These are integrated through the co-creation, exploration, experimentation and evaluation of innovative ideas, scenarios, concepts, and related technological artefacts in real life use cases.

The aim of this action is to initiate the Living Lab Approach as a systematic co-creation approach that brings together business, academia and all relevant stakeholders of the rural Larnaca in an effort to enhance collaboration and engage all stakeholders to assess new ideas and innovative concepts and continue the work that has been initiated with the Be.Cultour workshops.

### Sub-action 3.1: Create a Tourism Living Lab for Rural Larnaca

This action is the initiation of a Living Lab Approach as a systematic co-creation approach that brings together business, academia, and all relevant stakeholders for enhancing collaboration. We will create a Tourism Living Lab for Rural Larnaca as well as a learning environment with training, workshops, and seminars in order to upgrade skills and enhance exchange of experiences. With this way we will encourage cooperation, innovation, and development of the circular cultural tourism in the pilot area by involving all the relevant stakeholders.

<b>When:</b> start date and end date:	1/01/2023 – on going
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"><li>● Sensorial Heritage Experience</li><li>● Nature as heritage</li><li>● Transformative Travel</li><li>● Post Cultural Tourism</li></ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"><li>● Overexploitation of High-Demand Areas</li><li>● High Seasonality</li></ul>



	<ul style="list-style-type: none"> <li>• Lack of a database of cultural monuments and natural heritage sites (hidden mostly).</li> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements</li> <li>• Limited Promotion/ Visibility</li> <li>• Limited level of Collaboration/ Networking/ Synergies</li> <li>• Low experiential level offer</li> <li>• Low level of digitalization, innovation, and skills</li> <li>• Negative impacts on the destination's image</li> <li>• Low level of sustainability and adaptation to circular economy principles.</li> <li>• Lack of funds</li> </ul>
<b>Cultural heritage asset(s):</b>	All tangible and intangible cultural assets
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Local Communities</li> <li>• Academia (Universities)</li> <li>• NGOs</li> <li>• Local Business</li> <li>• Policy makers</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca and Famagusta District Development Agency</li> <li>• Larnaca Tourism Board</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Laona Foundation</li> </ul>
<b>Raw budget estimation:</b>	€ 50000
<b>Funding source (European, National, local funds):</b>	Local Funds
<b>Other resources needed:</b>	<ul style="list-style-type: none"> <li>• Human Resources by ANETEL</li> </ul>

	<ul style="list-style-type: none"> <li>• Provision of the Environmental Information Centre of ANETEL as a meeting space</li> </ul>
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of organisations participating to the Tourism Living Lab</li> <li>• Frequencies of meetings</li> <li>• Number of innovative ideas tested and implemented</li> </ul>
<b>Hackathon?</b> Yes or no	No

### Sub-action 3.2: Create a Technical and Financial Assistance Office for private and public entities

At the European and National level there is a variety of funds that Rural Larnaca could use in order to fund its projects. For assisting the access to finance and mature projects an office will be created that will assist the local private and public authorities to mature their projects and match their project financing with the appropriate funding scheme either from EU or national funds.

Proving financial and technical support is one of the most powerful tools that can be used to utilise EU and national available funds in order to achieve the vision that we have set up for Rural Larnaca. To help the local private and public entities to navigate the available financing possibilities and to support their assessment of needs and eligibility for assistance within the different EU and National financial instruments is one of the main goals of the office that will be created.

ANETEL, as a Local Action Group and a Fisheries Local Action Group and with a continued participation in different EU projects has gained huge experience in maturing projects and getting access to finance. Based on this, ANETEL will provide its personnel to guide and provide technical and financial assistance to the private and public entities of the Rural Larnaca.

<b>When:</b> start date and end date:	1/01/2023 – on going
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<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Sensorial Heritage Experience</li> <li>• Nature as heritage</li> <li>• Transformative Travel</li> <li>• Post Cultural Tourism</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Low level of utilisation of EU and national funds</li> </ul>
<b>Cultural heritage asset(s):</b>	All tangible and intangible cultural assets
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Local Communities</li> <li>• Local Business</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca and Famagusta District Development Agency</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Deputy Ministry of Tourism</li> <li>• Ministry of Agriculture, Rural Development and Environment</li> </ul>
<b>Raw budget estimation:</b>	€30000
<b>Funding source (European, National, local funds):</b>	Local Funds
<b>Other resources needed:</b>	<ul style="list-style-type: none"> <li>• Human Resources by ANETEL</li> </ul>
<b>Indicator(s) for success (also considering circularity, diversity, and inclusion):</b>	<ul style="list-style-type: none"> <li>• Number of projects funded by EU or National Funds in the new programming period 2021-2027</li> </ul>
<b>Hackathon? Yes or no</b>	No

## Action 4: Innovative methods for revolutionising interest in archaeological sites

Today, there is an ever-growing interest in the dissemination of knowledge of the material and immaterial values of the historical and archaeological heritage and in the transmission of these values to an extended audience. This occurs through the use of materials and technological solutions, respecting the ruins of our past and protecting their memory.

Rural Larnaca is an area with rich cultural heritage and the condition of fragility of the archaeological and cultural sites has also raised fueling the debate and questions of respect for the place and protection of the ruins and findings. Based on that the action plan includes actions that promote the use of innovative methods for revolutionising the interest of our archeological sites.

### Sub-action 4.1: Develop a Web AR application

Web AR application that can recognize monuments and historical sites, fortresses, etc. and offers real-time information about them via mobile camera. The user can see the virtual icons live on the camera while walking, which, with the help of AR technology and GPS, stand exactly where the objects are. He can also see 3D models of mediaeval soldiers, personalities, and objects. The application is a smart guide live on camera, who can explore the monuments of the area or have a tour of the archaeological and cultural sites.

The action can bring a better user experience, ease of use as a web app, promotion of the villages and cultural tourism. In this way, cultural tourism is promoted, through modern augmented reality technology that gives a great user experience.

<b>When:</b> start date and end date:	1/01/2023 – 30/6/2024
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"><li>• Sensorial Heritage Experience</li><li>• Contemporary Meanings of Heritage</li><li>• Spiritual Travel experience</li><li>• Post-cultural tourism</li></ul>

<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Overexploitation of High-Demand Areas</li> <li>• High Seasonality</li> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements</li> <li>• Limited Promotion/ Visibility</li> <li>• Low level of digitalization, innovation, and skills</li> </ul>
<b>Cultural heritage asset(s):</b>	All tangible cultural assets
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Local Communities</li> <li>• Academia (Universities)</li> <li>• NGOs</li> <li>• Policy makers</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Milos Glisovic founder of Monument</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca and Famagusta Districts Development Agency</li> </ul>
<b>Raw budget estimation:</b>	€ 20000
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> <li>• National Funds – Deputy Ministry of Tourism</li> </ul>
<b>Other resources needed:</b>	N/A
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of people downloading and using the application</li> </ul>
<b>Hackathon?</b> Yes or no	YES

## Sub-action 4.2: Develop an online experiences booking platform

A web-based application called «Kalosorisete» (means welcome to our area), that people visiting Cyprus can book online experiences, based on what is offered in Rural Larnaca. The

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system will have a back end and a front-end side. People hosting the experience will be able to manage their bookings and incomes. On the front side visitors will see all the information of the individual experience and book and pay on the spot.

One of the main problems of our rural area is urbanism since many young people choose to move from their villages to the cities, where there are more opportunities for work and leisure. However, if there were more opportunities in the rural areas, they would rather stay in their homelands. This is what «Kalosorisete» wishes to do. Give opportunities and extend the working horizons of people in rural Larnaca. Craftsmen and craftswomen, lovers of customs and traditions of our island will be hosted on this platform. Further, the aim is to give a platform to our long history's gatekeepers to share the wisdom and secrets they hold with the visitors.

The aim is through this web-based application to allow people in the area to expand their workshops, establish new ones and teach the visitors that we are not just a sun and sea destination but an area rich in culture that is available to experience. «Kalosorisete» wishes to be the connecting link between the gatekeepers of our heritage and the people that wish to explore it and learn it.

<b>When:</b> start date and end date:	1/11/2022 – 30/06/2023
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Sensorial Heritage Experience</li> <li>• Nature as heritage</li> <li>• Transformative Travel</li> <li>• Post Cultural Tourism</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Overexploitation of High-Demand Areas</li> <li>• High Seasonality</li> <li>• Visibility / Accessibility of hidden but also unhidden cultural elements</li> <li>• Limited Promotion/ Visibility</li> <li>• Low level of digitalization, innovation, and skills</li> </ul>
<b>Cultural heritage asset(s):</b>	<ul style="list-style-type: none"> <li>• Hidden and unhidden cultural heritage sites of the area</li> <li>• Intangible cultural heritage</li> </ul>

<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Local Communities</li> <li>• Local Business</li> <li>• NGOs</li> <li>• Local Associations</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Maria Kapari – founder of «Kalosorisete»</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca and Famagusta Districts Development Agency</li> </ul>
<b>Raw budget estimation:</b>	€15000
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> <li>• National Funds – Deputy Ministry of Tourism</li> </ul>
<b>Other resources needed:</b>	N/A
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of offered experiences</li> <li>• Number of visitors to the platform</li> </ul>
<b>Hackathon?</b> Yes or no	No

### Sub-action 4.3: Develop an Interactive Map for Larnaca

The electronic interactive map of the Rural Larnaca will promote the most important points of interest of the area such as villages, monuments, museums, hotels/ accommodations, churches/ chapels, beaches, local shops, restaurants and cafes, nature, walking and bike trails, and etc.

Combined with the road network, the visitor will be able to choose the best route he wants to take to his destination via his mobile phone. The information of the geographical points of interest will be presented to the visitor using ARCGIS technology.

Indicatively, the Interactive Map will present in detail for the Rural Larnaca the following:

- ✓ History of the villages of Larnaca
- ✓ One photo for each point of interest

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- ✓ Presentation of geographical information
- ✓ Sights (Sites & Monuments)
- ✓ A presentation will be made for each of the attractions and a relevant link will be given.
- ✓ Points of interest
- ✓ Discover
- ✓ Tours

The Interactive Map will be designed in such a way that it is also friendly for mobile devices as well having a search field for each village, attractions, museum, etc. Also, a QR code will be created so it can be placed in all the points of interest. With this way the visitors can more easily open the Interactive Map from every point of interest. The Interactive Map will also be able to read the location of the mobile of the user.

<b>When: start date and end date:</b>	1/06/2022 – 30/12/2022
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>● Sensorial Heritage Experience</li> <li>● Nature as heritage</li> <li>● Transformative Travel</li> <li>● Post Cultural Tourism</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>● Overexploitation of High-Demand Areas</li> <li>● High Seasonality</li> <li>● Visibility / Accessibility of hidden but also unhidden cultural elements</li> <li>● Limited Promotion/ Visibility</li> <li>● Low level of digitalization, innovation, and skills</li> </ul>
<b>Cultural heritage asset(s):</b>	<ul style="list-style-type: none"> <li>● Hidden and unhidden cultural heritage sites of the area</li> <li>● Intangible cultural heritage</li> </ul>
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>● Local Communities</li> <li>● Local Business</li> <li>● NGOs</li> <li>● Local Associations</li> </ul>



<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>Larnaca and Famagusta Districts Development Agency</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>Larnaca Tourism Board</li> </ul>
<b>Raw budget estimation:</b>	€17100
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> </ul>
<b>Other resources needed:</b>	N/A
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>Number of visitors to the platform</li> </ul>
<b>Hackathon?</b> Yes or no	No

## Action 5: Design of touristic packages to promote Rural Larnaca

The lack of promotion and visibility of the Rural Larnaca comes to intercept the design of touristic packages to promote Rural Larnaca, especially the villages, based on specific areas of interest which can be promoted by tour operators such as thematic parks, gastronomy, wine routes, traditional products, natural treasures in order to attract tourism, foreigners, and locals, to the area.

### Sub-action 5.1: Create a multidisciplinary museum.

The 'Rural Larnaca Honey Villages' is a cluster of nine quaint villages in the Rural Larnaca that practice beekeeping and honey production and have their own unique, collective identity. Sadly, some of the villages were affected by summer fires that destroyed land and the ecosystem of the bees, but hope can grow out of the ashes of tragedy, as the creation of three beekeeping and honey themed nature trails will see the area regenerated once more.

This idea originated from the Melini village area, which is among the well-known honey producing villages of the area, so such a museum would be the ideal vehicle to showcase local honey. Special focus will be given to the organoleptic characteristics of the product and also to

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the plants related to it, so that the visitor as well as the artist can be introduced and delve into the product and its origin, and by extension to connect with the space. Invitations to poets, artists, musicians, and others to spend time as guests of the museum. Schoolchildren organised visits will be part of the vision as well as University sponsored research, centred around the Rural Larnaca

<b>When: start date and end date:</b>	1/01/2023 – 30/6/2024
<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Sensorial Heritage Experience</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Low level of sustainability and adaptation to circular economy principles.</li> <li>• Overexploitation of High-Demand Areas</li> <li>• Limited level of Collaboration/ Networking/ Synergies</li> <li>• High Seasonality</li> <li>• Experiential level offer is currently very low</li> <li>• Limited Promotion/ Visibility</li> </ul>
<b>Cultural heritage asset(s):</b>	Honey: a product of long history for the area. It has been known since antiquity since the 6 <sup>th</sup> century. Its importance to the island can be proven through archaeological findings.
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Honey Villages ( Kato Drys, Kato Lefkara, Layia, Melino, Odou, Ora, Vavla, Vavatsinia and Agioi Vavatsinias)</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca Tourism Board</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Larnaca and Famagusta Districts Development Agency</li> </ul>
<b>Raw budget estimation:</b>	€ 25000

<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>Recover and Resilience Plan</li> </ul>
<b>Other resources needed:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Indicator(s) for success</b> (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>Number of people visiting the museum</li> <li>Visitors' satisfaction survey level</li> <li>Event and education attendance</li> <li>Media appearance</li> </ul>
<b>Hackathon?</b> Yes or no	No

## Sub-action 5.2: Design of touristic thematic packages and promotional campaign for Rural Larnaca

This activity consists of three parts. The first part is the creation of a database of cultural and natural heritage sites. Rural Larnaca is an area with rich hidden and unhidden cultural and natural heritage sites that are only known to the locals. Unfortunately, this is not documented anywhere, especially the unhidden ones. The idea is the creation of a database of cultural monuments and natural heritage sites with all their historic information that will be listed in order to see which could be connected to create authentic routes that will take you through the history of the Rural Larnaca. The material will be also used for educational purposes as well so that the young people of the area will learn more about their rich history.

The second part of the activity is the design of touristic packages and the promotion of Rural Larnaca as a cultural and natural heritage destination. The aim is to create one-to-four-day visits for tourists visiting the Rural Larnaca and a campaign that will target foreigners and locals as well as tourists from long-distance countries, whose vacations range between ten days and two weeks.

<b>When:</b> start date and end date:	1/10/2022 – 30/03/2024
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<b>Be.CULTOUR innovation area(s):</b>	<ul style="list-style-type: none"> <li>• Rural Co-Living</li> <li>• Sensorial Heritage Experience</li> <li>• Contemporary Meanings of Heritage</li> <li>• Spiritual Travel experience</li> <li>• Post-cultural tourism</li> </ul>
<b>Identified local challenge(s):</b>	<ul style="list-style-type: none"> <li>• Low level of sustainability and adaptation to circular economy principles.</li> <li>• Overexploitation of High-Demand Areas</li> <li>• Limited level of Collaboration/ Networking/ Synergies</li> <li>• High Seasonality</li> <li>• Experiential level offer is currently very low</li> <li>• Limited Promotion/ Visibility</li> </ul>
<b>Cultural heritage asset(s):</b>	Hidden and unhidden cultural and natural sites
<b>Target group(s):</b>	<ul style="list-style-type: none"> <li>• Local authorities of the area</li> <li>• Local Business</li> <li>• Deputy Ministry of Tourism</li> <li>• Larnaca Tourism Board</li> </ul>
<b>Responsible stakeholder(s):</b>	<ul style="list-style-type: none"> <li>• Laona Foundation (for the documentation of the hidden and unhidden sites)</li> <li>• Larnaca Tourism Board (designing tour packages and promotion)</li> <li>• Larnaca and Famagusta District Development Agency (designing tour packages and promotion)</li> </ul>
<b>Collaborator(s):</b>	<ul style="list-style-type: none"> <li>• Local authorities and business</li> </ul>
<b>Raw budget estimation:</b>	€50000
<b>Funding source (European, National, local funds):</b>	<ul style="list-style-type: none"> <li>• Leader of Rural Areas of Larnaca and Famagusta Districts – Rural Development Program</li> <li>• National Funds – Deputy Ministry of Tourism</li> </ul>

Other resources needed:	N/A
Indicator(s) for success (also considering circularity, diversity, and inclusion):	<ul style="list-style-type: none"> <li>• Number of authentic routes created</li> <li>• Number of tourists visiting the area</li> <li>• Average length of stay</li> </ul>
Hackathon? Yes or no	No

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# Romania-Moldova, Cross-Border Region

## Action Plan



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## PREFACE

The Route “Stephan the Great and Saint” is encompassing a chain of tourism objectives and areas, relevant for the history of both Romania and Republic of Moldova. Stephen III of Moldavia (or Stephen the Great), Prince of Moldavia in mediaeval age, is a landmark and is seen, after centuries, as a “symbol of stability, consistency, economic development and justice”. His legendary personality is connecting (both historical and emotional) the communities from both sides of the Prut river, from the former province of Moldavia.

The cultural route is covering a cross-border area, mixing in a charming way territories and stories from these two countries: Romania and Republic of Moldova. It was initiated by the National Agency for Investments (Republic of Moldavia) and Ministry of Tourism (Romania) and comprises a chain of sites, related to the history of Stephan the Great. From these, 20 tourist sites are situated in Romania and 9 are in the Republic of Moldavia. Additionally to the elements of tangible heritage, an important role is played by the intangible resources that are giving life and content to the tourism experiences offered here (stories, legends, knowledge, crafts and traditions), all linked to the great Prince of Old Moldavia.

The development of the route has great chances: on trans-national and cross-border level the personality of Stephan the Great is still part of the common imaginary and national spirit of both countries. The number of thematic trails in Romania is quite limited, so there exists an important potential for this trail to engage interest and to generate tourist flows over the next years. On an international level, with appropriate promotion and product development efforts, the route can be added to the European Cultural Routes.

The challenges that are addressed by the Be.CULTOUR project, are related to the accessibility of remote areas (part of the route), to “the quality standards for cultural tourism and cultural mediation”. Nevertheless, the switch to the principles of circular tourism, will open doors for a sustainable, modern development of the tourism in the destination, serving both the interest of the tourists and the wellbeing of host communities. The proposed actions are only the start for a systematic change toward circular tourism, through a reliable cooperation in the community of practice, established for this Be.CULTOUR pilot site.

*This Action Plan was authored by Local Pilot Heritage Site Coordinators and their Contributors*

**Be.CULTOUR** Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



BeCultour

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 - Type of action:  
IA (Innovation action)



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## What makes us unique? Introduction and context.

### Pilot Heritage Site – short characteristic

The cross-border region of North-East Romania and Moldova has shared history, languages, cultures, and traditions. The Route of Stephen the Great stretches between the countries and symbolises this connection, under the name of this important personality. The cross-border region hosts many UNESCO-listed monasteries and churches, as well as notable practices related to the traditional occupation, that can still be observed and life-experienced in several rural areas from both sides. Particularly in Moldova, touristic wine routes also exist and in Romania handicrafts such as weaving, ceramic making, wood carving or eggs painting could still be found in the traditional villages. The tourism offer is centred on the cultural resources such as history, expression of spirituality, traditional way of living, traditional occupations, pilgrimage, nature as reconnection with the self, outdoor activities and others. Despite the modest numbers in terms of international tourists, the area has an important potential for cultural tourism that can be exploited for a sustainable development of communities.

The United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Sites are places of importance to cultural or natural heritage as described in the UNESCO World Heritage Convention, established in 1972. Cultural heritage consists of monuments (such as architectural works, monumental sculptures, or inscriptions), groups of buildings, and sites (including archaeological sites). Natural features (consisting of physical and biological formations), geological and physiographical formations (including habitats of threatened species of animals and plants), and natural sites which are important from the point of view of science, conservation of natural beauty, are defined as natural heritage.

The Republic of Moldova ratified the convention on 23 September 2002. As of 2021, Moldova has one World Heritage Site listed, the Struve Geodetic Arc, which was listed in 2005. It is a transnational site, shared with nine other countries. There are also two sites on the tentative list.

In the Register of monuments of the Republic of Moldova protected by the state, approved by the Decision of the Parliament of the Republic of Moldova no. 1531/1993 includes 5695 monuments. Of these: 4575 monuments are of national category and 1120 of local category.

The register contains the following types of monuments: archaeological sites - 2858; architectural and history monuments - 1712, including: 1 cultural-natural reservation, 1

protected built site, 91 ensembles (65 mansions, 16 monasteries, 10 hospital complexes), individual monuments (constructions) - 1619; war memorials - 1125. Law no. 1530/1993 on the protection of monuments stipulates that the monuments located on the territory of the Republic of Moldova are part of the cultural heritage and are under state protection. The responsibility for protecting these monuments rests with the specialised central public administration authorities, the local public administration authorities and the owners / managers of the monuments.

## Tangible and intangible cultural heritage including visitor hot-spots – North-East Romania

All the cultural heritage sites pertaining to Stephan the Great History have an important place in the communities and are, in most cases, on the list of the visited spots. component based on tangible and intangible heritage (stories, books, legends, movies, knowledge, crafts and traditions, linked to the great Prince of Old Moldavia – which comprised North-East of Romania and the today Republic of Moldavia). Through Be.CULTOUR workshops, the tourism objectives, part of the route were mapped. All 29 sites situated on the route are very important, but we can identify some exquisite places, that are already highly appreciated and visited, or, some others, that have great chances for a future valorisation in cultural tourism packages:

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

- In Neamt County: the Bison Land and the linked cultural heritage area from Neamt County, around Targu Neamt town. This area is promoted by Bison Land Association, Ozana Valley Association and Eco-tourism Association. They are “harbours a priceless spiritual and natural heritage, lands full of divine grace, located on the border between reality and fairy tale”. The reappearance of the bison, after years of efforts, is a feature that was promoted as a competitive advantage in the last decades. The specificity of the region is given by the intermingling of the natural beauties with the cultural and spiritual values.

The monastic community present here is the second largest in Europe (after the one from Mount Athos), the monastic villages (Văratec, Agapia, Neamț), with their special organisation, represent a unique European cultural heritage. The territory includes the Vânători Neamț Natural Park. The park means much more than the place where the Romanian bison live, it is an area of about 31,000 hectares, of which over 26 thousand are covered with forests,

in the northern part of Neamţ county, harbouring a diversity of cultural, historical and natural value, along with four protected natural areas: Silver Forest, Silver Oaks, Reservation of Bison Dumbrava.

This area could be transformed in an open lab for circular economy, and it is labelled as eco-tourism destination (among the other 11 from Romania).

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

## Tangible and intangible cultural heritage including visitor hot-spots – Republic of Moldova

The Republic of Moldova has a rich and beautiful cultural heritage being tangible or intangible. Some of the representative elements are: the traditional blouse and traditional costume, the Moldavian carpet, crafts, folk music and many others. By travelling through Moldova one can visit a lot of representative locations, where elements of cultural heritage are exposed and the people can impress with stories about the history and Moldovan traditions.

**Intangible cultural heritage is an important source for the development of circular cultural tourism:** areas such as social practices about man and the universe, crafts, gastronomic heritage, and all this accompanied by artistic expressions, folk traditions and social representations are a complex of tools that contribute to the development and strengthening circular cultural tourism as a stimulus for economic development. The natural setting and the traditional culture of the local communities are an advantage in this respect. At present, 512 elements are included in the National Register of Intangible Cultural Heritage managed by the Ministry of Culture. Others are included in the Local Register of Intangible Cultural Heritage of ATU Gagauzia.

The charm of the intangible cultural heritage consists in its temporary and unique character. The owners and transmitters of the intangible heritage elements are the natural persons, members of the local communities, so that the practice of the same element can vary from one person to another. The inclusion of intangible cultural heritage in actions to promote circular tourism will contribute to the conservation, preservation and safeguarding of practices specific to human communities.

Of particular interest are the elements specific to the Republic of Moldova included in the UNESCO Representative List of the Intangible Cultural Heritage of Humanity, but also those

localities, cultural centres, local communities, creators and bearers that have been included in the file:

**1. Men's group Carol (Christmas time ritual ") was inscribed, jointly with Romania, in the UNESCO Representative List of Intangible Cultural Heritage in 2013.** Carolling in the fog has meant since ancient times the habit of young men to assume responsibilities in the community, and other members of the community, through the habit carol learn community solidarity and social communication.

One of the most representative groups is "Mocănașii" from Slobozia Mare village, Cahul district, which has significantly contributed to the rehabilitation of carolling as a whole, and carolling in the male crowd, especially an essential component in maintaining the viability of the Christmas and New Year holidays. New Year. The team participated in various events to promote carolling at national and international level, being known both in the Republic of Moldova and abroad.

Slobozia Mare is one of the few localities that preserves and promotes authentic traditions related to Christmas and New Year customs, including the popular winter dress. Thus, the locality becomes a representative "centre" of the intangible cultural heritage.

**2. Traditional techniques for making barks in Romania and the Republic of Moldova, included in the Representative List jointly with Romania in 2016.** There were times in the history of our people when a carpet that was passed down from generation to generation was the most precious wealth of a family, its nobility crest. Knowing the symbols, motives and elements of the traditional carpet, we learn about the history of our nation and our ancestors. This craft was considered representative for the majority of localities of Moldova until the beginning of the 20th century. Later, people started to be more interested in the traditional carpets, its way of being confectioned, authentic models and ornaments. To respond to the needs of society, cultural institutions, including the Ministry of Culture, initiated activities aimed at revitalising the techniques of confectioning the traditional carpets.

The purpose of weaving has changed from past initiation to present aesthetic roles. The traditional techniques and patterns are respected at the Crafts Complex „Rustic Art”<sup>1</sup> by Ecaterina Popescu and her employers. The main goal of the Crafts Complex „Rustic Art” is to research, revive, preserve and to promote the crafts, the authentic carpets and traditional costumes. The aesthetic value is determined by the diversity of patterns, models, symbols and motifs used on carpets and costumes. Because of the thematic coherence and the stylistic

<sup>1</sup> <https://rusticart.md/>

richness of crafts products, the Complex is considered a real homeland of carpets and traditional costumes.

Due to the great contribution to the research, preservation and promotion of the intangible cultural heritage, of crafts and national identity, the Crafts Complex „Rustic Art” was inscribed in the National Inventory of the Intangible Cultural Heritage of the Republic of Moldova.<sup>2</sup>

**3. The cultural practices associated with March 1 (Martisor) were included in the UNESCO Representative List of the Intangible Cultural Heritage of Humanity in 2017,** jointly with Romania, Bulgaria and Northern Macedonia. Martisor signifies the harmonious transition from winter to spring, bringing health, abundance, luck and protection to the wearer. The importance of martisoara in contemporary society is represented by its archaic symbolism and special chromaticism: white signifying the purity of a new beginning, and red - the love of life and the rebirth of nature. By giving a martisor as a gift to our loved ones, we show them the love, respect and care we have for them.

**4. In March 2021, Romania together with the Republic of Moldova submitted for registration in the UNESCO List the nomination file Art of the shirt with hats - an element of cultural identity in Romania and the Republic of Moldova, classified in the National Register of Intangible Cultural Heritage of the Republic of Moldova. no. VIII.49.1 ..**

The traditional blouses are the most important pieces of the traditional Romanian folk costume for both men and women. The traditional blouse with *altiță* combines an extremely simple cut with rich ornamentations which are stitched using complex sewing techniques, in a palette of diverse and harmonious colours. The dominant colour, the white of the loom woven fabric of natural fibres (flax, cotton, hemp or floss silk) gives the blouse its simplicity and solemnity. The comfort and freedom of movement are provided by the improvements and innovations made over time, among which the ‘altiță’ and the ‘smocking’. The motifs and ornamentation have a wide variety: from geometric and stylized registers to natural ones, from sombre colours to an exuberance of the colour compositions. The art of making traditional blouses with altiță involves only handwork. All operations, starting with weaving, are carried out according to techniques that women learn and practice in families and communities. Current attempts to

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<https://mecc.gov.md/ro/content/capitolul-viii-tehnici-si-cunostinte-legate-de-mestesugurile-artistice-traditionale>

mechanise some operations, to simplify the ornamentation, and the sewing, embroidery and finishing techniques constitute deviations from traditional rules.

An enormous potential in the development of cultural tourism in the Republic of Moldova is held by craft centres, as well as individual craftsmen who respect the authentic traditions in the process of making products. They inherited the knowledge from their parents, grandmother, close relatives and continue their activity keeping the authentic elements. They use ecological products and techniques, so that the finished product symbolises the communion between man and nature, so specific to our people.

At the base of the crafts is the tradition, understood as a set of mechanisms through which the essential characteristics of the culture are transmitted from generation to generation. All crafts follow models confirmed and permanently promoted by the community. The objects produced with the help of traditional artistic crafts are very valuable to understand the spirit, strength and greatness of the artistic and technical creativity of the communities. The shape of objects is adapted to their practical functions, but tends to fit into aesthetic patterns. The decoration of the objects is the result of a double artistic-technical action. Priority in its configuration seems to be the combination of motifs and colours according to artistic criteria, but these, in turn, are the product of the techniques used. Through the traditional artistic crafts, all the riches of the natural environment in which the communities live have been capitalised. The processing of wood, stone, clay, rushes, reeds, straw, twigs are ancient activities, promoted so far to create various basic necessities. The decoration mirrors through the ornamental motifs the universe of social, mythical, folkloric, symbolic, historical representations of the communities that own this patrimony.

Examples of centres and communities that have managed to transform the inherited passion into circular economic activity are: Crafts Centre "Rustic Art" from the village of Clișova Nouă, Orhei district, founded by Ecaterina Popescu, Private Museum "Father's House" from the village. Palanca, Călărași district, founded by Tatiana Popa, "Casa Olarului" from Hoginești village, Călărași district, etc. With the support of partners and donors from the country, but also from abroad, these centres have become over the years tourist attractions, which promote the culture and traditions specific to the region. The respective centres have arranged thematic exhibitions, but also organise workshops to stimulate visitors to discover the traditions of making handicrafts. Tourists can participate in workshops and make certain objects themselves. The centres constantly organise cultural events and sittings, in which folklore, performing arts, music and folk dances are promoted. These events, determined by the rustic and natural

setting, are of significant interest from foreign tourists, but also from those in the Republic of Moldova, who aim to rediscover the ancestral traditions.

On June 24, in Moldova, the Day of the Traditional Costume is marked. This day has the role of emphasising the rebirth of traditional culture and promoting values in ensuring the continuity of Moldovan traditions. Copies of the traditional Moldovan costumes can be seen, the National Museum of Ethnography and Natural History has over 2330 traditional costumes. Also, at the "Rustic Art" Cultural Complex can be found many new things regarding the traditional costume. The traditional techniques for manufacturing carpets in Romania and the Republic of Moldova have been registered in the UNESCO cultural heritage. In order to see the history of the carpet, also the design of the carpet actually implies, the cultural complex "Rustic art" can be visited. The feast of Mărțișor - the best known symbol of spring in the Romanian space, is marked every year on March 1. The Mărțișor is a small ornament object, made of two threads wool or silk, twisted, one white and a red one, which is said to bring luck. It is given on the first day of spring and is worn during the month of March.

Traditional Moldovan dances represent an important part of the immaterial cultural heritage. The dances are different from village to village, from one area to another. Sârba and Hora are two of the most known and practised dance forms in Moldova. The Sârba is interpreted in a quick tempo and with clockwise rotating movements, and the Hora is much quieter, having more the role of representing an artistic manifestation. One of the most famous popular dances is the national academic ensemble "Joc". Its name is in honour of dance - Joc. The ensemble participates in numerous international festivals where he gets high distinctions along with representatives of other countries such as Romania, Russia, France, Belgium, Italy and others.

**A little category used in the Republic of Moldova - is the industrial heritage.** In European countries, for several decades, the industrial heritage is reused and revitalised by transforming it into cultural and tourist attractions. The implementation of these practices would significantly contribute to the development of the circular economy, but due to the poor state of conservation of the mentioned objectives, the restoration and renovation works would impose significant financial costs.

An example of good practice regarding the reuse of industrial heritage is the water tower, which was transformed into the History Museum of Chisinau, which is located in the building of the former water castle with a fireplace. II sec. XIX, monument of history and architecture of national category, registered with no. 195 in the Register of monuments of the Republic of Moldova protected by the state. The museum has 26,879 pieces of mobile cultural



heritage, of which 1075 units are exhibited in the permanent exhibition. The local museum is on the balance of Chisinau City Hall, being subordinated to the Culture Department of Chisinau. The tower building was built in the late nineteenth century as part of the aqueduct on the highest point of the city at that time.

**The tangible cultural heritage objectives that have a good state of conservation and that have been restored represent a special tourist attraction.** In this context, we note some examples:

- Gr.Vieru House-Museum, Pererita village, rn. Briceni;
- the building of the National Museum of Art (Dadiani headquarters);
- National Museum of History of Moldova; a vernacular house within the cultural-natural reservation "Orheiul Vechi";
- Organ Hall; Republic Musical-Dramatic Theatre „B.P. Hasdeu ”from the town. Cahul;
- Shciusev House-Museum (MNIM branch); the administrative block of the National Museum of Ethnography and Natural History;
- The Church of the Assumption of the Blessed Virgin in Causeni, etc .;
- Village Museum (MNEIN branch);
- House-Museum „A.S. Pushkin ”.

The restoration of these objectives, according to European practices, was possible with the financial and methodical support of the Ministry of Culture and external partners (US Embassy in the Republic of Moldova, Romanian Embassy in the Republic of Moldova, USAID, etc.).

**The archeological patrimony is present in all the areas of the Republic of Moldova, in the vicinity or in the space of the contemporary localities, in agricultural, industrial, forestry, aquatic areas, etc.** Nationally, at the beginning of 2022, in the National Archaeological Register, established and managed by the National Archaeological Agency, are included about 10,200 archaeological sites: resorts, open settlements, fortified settlements, linear fortifications, mounds, flat cemeteries, etc. At present, the archaeological heritage is less capitalised and integrated into the tourist circuit. One of the main reasons is their location and lack of infrastructure, but also the need to protect the sites from the anthropogenic factor.

Among the categories of sites that can be capitalised are the resorts in caves or natural caves. At present, about ten caves with archeological vestiges from different periods of the Paleolithic are documented. Among them, the best researched through archeological excavations, in

which specialists from the sciences related to archeology also participated, are the caves from Duruitoarea Veche, Ofatinți, Bânzeni, Buzdujeni, Butești and Trinca.

An important category, although not too numerous, of existing archeological sites on the territory of the Republic of Moldova is made up of fortresses or fortifications, so far being identified about 90 such monuments. Representing portions of land with traces of human habitation or real settlements surrounded by artificial and / or natural fortifications, fortresses or fortifications are characteristic only for certain epochs or historical periods. Located on high promontories and naturally protected on three sides, the respective settlements were reinforced with ditches and earth waves on the accessible portion. Of particular interest are the sites whose fortification systems are better preserved, such as Saharna Mare, Saharna Mică, Stohnaia - La Revechin (Rezina district), Rudi - La Trei Cruci (Soroca district), Stolniceni - La Cetate (Hâncești district), Horodca Mică (Ialoveni district), Durlești - Cetățuie (Chisinau municipality).

The most numerous archaeological sites in the Prut-Dniester area, as well as on the entire Eurasian continent, are mounds or burial mounds, so far on the territory of the Republic of Moldova being identified over 6,930 such archaeological monuments. A special place, well individualised in the cultural landscape of Moldova, is occupied by large mounds, some of which have their own names. The most famous mound with its own name is Movila Măgurii, which is about 15 m high and over 80 m in diameter, being located on the top of Măgura hill (388.8 m high) near Țâghira village (Ungheni district). The impressive dimensions and the dominant position of the Măgura promontory, on which there is also a Cucuteni-Tripoli settlement from the 4th millennium BC, made the Măgurii Mound famous. Unfortunately, this very valuable archeological complex has been affected over time by landslides and some unauthorised interventions in the ground.

In recent years, museums in the Republic of Moldova have begun to stand out as **Tourist Information Centre** and institutions promoting circular cultural tourism. In the Register of Museums of the Republic of Moldova are registered 128 museums, of which 7 are subordinated to the Ministry of Culture, 97 museums subordinated to local public authorities, 6 private museums, 18 institutional museums or subordinated to other types of organisations. The Ministry of Culture is the founding authority for seven museums, four of them have the status of national museums.

1. **The National Art Museum** is the single museum with an art profile from the Republic of Moldova. It was created in 1939 and has in its patrimony almost 40 000 exhibits that reflect the development of arts since the XV century until nowadays.

2. **The National Museum of History of Moldova** was founded on December 21st 1983, when the Order of the Ministry of Culture No. 561 was issued. Now it has more than 350 000 cultural goods with different typology that represent the evolution of the historic territory of Moldova during the centuries, from the prehistoric era until the contemporary epoch, attesting the human habitat, events, and portraits of personalities.

3. **The National Museum of Ethnography and Natural History** is the first public museum in the Prut-Dniestr area and it was created in the autumn of 1889. It has a collection that counts more than 150 thousand objects from different fields: palaeontology, zoology, botanic, petrography, archaeology, numismatics, ethnography, traditional art, old books, religious objects, photography and urban culture.

4. **The National Museum of Literature „Mihail Kogălniceanu”** was created in 1965 under the auspices of the Moldova Union of Writers and in 2012 it was transmitted to the Ministry of Culture. The collection of the Museum counts more than 100 000 pieces: old books and documents, objects of art.

5. **The Cultural Naturale Reserve „Orheiul Vechi”** was established by the Law No. 251/2008<sup>3</sup> as a public law institution, subordinated to the Ministry of Culture of the Republic of Moldova. The Reserve includes historical and cultural heritage assets (archaeological sites, cave complexes, vernacular architecture complexes, ethnographic objectives), traditional settlements), natural heritage goods (geological and landscape ensembles, flora and fauna), terrestrial and aquatic surfaces in which the regulated capitalization of natural resources is carried out, agricultural, industrial and tourist activities are practised.

Within the territory of the Reserve, the heritage site Orheiul Vechi Archaeological Landscape was established in 2014, and in 2017 it was included in the UNESCO Tentative List, according to the provisions of the UNESCO World Heritage Convention.

6. **The Museum „A.S. Puşkin”** was created in 1948 and it is dedicated to the Russian poet Aleksandr Puşkin. It hosts a collection of 33 000 pieces that are representative of the XIXth century, when the poet lived in Chişinău.

7. **The Museum of History of Jewish People from the Republic of Moldova** was created by the Government Decision No. 1019/2018. It has the goal to preserve, research and promote the Jewish cultural heritage from the Republic of Moldova. By the Decision of Government no. 1216/2018, the Jewish Cemetery from Chişinău was transmitted as a branch of the Museum.

<sup>3</sup> Law No. 25/2008 on the Code of Conduct for Civil Servants, available in Romania at:

[https://www.legis.md/cautare/getResults?doc\\_id=107130&lang=ro](https://www.legis.md/cautare/getResults?doc_id=107130&lang=ro)

## Existing development strategies and identified gaps – North-East Romania

The conclusions of the OECD Report, evaluating policies, plans and action strategies in relation to the objectives of the National Sustainable Development Strategy SDD2030, reflect the orientation of strategic documents towards the green transition and the development of different sectors towards the green economy, but without identifying essential actions/measures in the fields of circular economy, clean economy, biodiversity, restoration and pollution control.

The strategies at national and regional level are subordinate to the development directions from the strategies elaborated at European level. So, the objectives related to the circular economy are tackled in the strategies in Romania, but at both regional and local level, the circular economy is understood / approached mainly in the fields of waste management, sustainable water management, agriculture and industry.

The development of tourism in the NE Region of Romania is harmonised generally with the regional strategies for economic development. Just a limited number of regions have a dedicated tourism strategy, developed with a participatory approach, connected with the real needs, challenges and unique selling points.

The strategic documents that were consulted, in the process of development of the action plan, are listed here below:

- Territorial Agenda 2030
- Circular economy action plan (European Union)
- Circular economy strategies and roadmaps in Europe: Identifying synergies and the potential for cooperation and alliance building. Final Report
- National Strategy of Romania, for Tourism Development 2019-2030
- National Plan for Resilience, Pilon IV, Component 11, Tourism and Culture
- Regional Action Plan for Culture and Tourism in NE Region (PRAT) 2021-2027
- Tourism Master Plan for Neamt County, 2020-2030
- Regional Development Plan N-E 2021-2027
- Development Strategy of Bacau County
- National Strategy for Sustainable Development 2030
- R&D Strategy for Smart Specialisation of NE Region
- Development Strategy of Suceava County 2021-2027
- Sustainable Development Strategy of Botosani County 2021-2027
- Socio-economic Development Strategy of Vaslui County 2021-2027
- Tourism Strategy for Iasi and Metropolitan Area 2018-2030.



The strategic directions identified in the North-East Regional Action Plan for Culture and Tourism 2021-2027 are<sup>4</sup>:

1. culture - factor of the development of the region
2. sustainable capitalization of the tourist potential.

In the same document, the strategic direction supports the reduction of the carbon footprint by encouraging new ways to create and provide more environmentally friendly tourism experiences.

The strategic development of tourism is, in most cases, a part of the general regional strategic development, with a poor attention for the development of cultural tourism, despite the fact that it is the most important segment for the region, and has the most significant impact on the future development of tourism. As well, in what concerns circular tourism, in the national strategies for sustainable development, the principles of circular economy are partially approached, without a coherent plan or strategic vision for a switch from linear to circular economy.

For this reason, the mission of the Be.CULTOUR project and action plan is of highest importance, being a flag and example for the subordinated regions and for the stakeholders members in the Be.CULTOUR community.

By 2030, most tourist destinations in the European Union should implement their sustainability strategy to reduce GHG emissions. The way in which the tourism ecosystem contributes to the achievement of climate neutrality, the circular economy and other sustainability objectives will be followed in the BeCULTOUR action plan.

<sup>4</sup> Regional Action Plan for Culture and Tourism in NE Region (PRAT) 2021-2027, pag 96-97

## Existing development strategies and identified gaps – Republic of Moldova

In the context in which tourism is developing in the Republic of Moldova, it becomes a factor of economic and social development. The main stakeholders in the development of circular cultural tourism in Moldova are the Ministry of Culture and the Ministry of Environment. According to point 6 of the Regulation on the organisation and functioning of the Ministry of Culture, approved by Government Decision no. 147/2021, the Ministry performs the functions in the field of culture and cultural heritage, but also of tourism. Thus, the Ministry constantly supports, including financially, projects aimed at developing and promoting circular cultural tourism.

Another interesting factor are the local public authorities: district councils, town halls, local councils. Within the specialised directorates within the district councils, there is a specialist responsible for the fields of culture, cultural heritage and tourism. They permanently organise cultural events in order to promote tourist destinations, but also circular tourist products. Analysing the situation in the mentioned sector, the local public authorities are not willing to invest in the modernization and promotion of tourist destinations, due to the existence of a number of other significant problems in the field of health, security, education, but also in the social field. However, the development of the tourist infrastructure and the inclusion of the localities in the national and international tourist circuit would bring income to the economic agents on the territory managed by LPA, thus contributing to the improvement of the living conditions of the inhabitants, but also to stopping rural migration.

Public institutions in the field of culture (museums, theatres, libraries, houses of culture) are a category that has recently been included in the tourist circuit. Tourist information centres have been opened in some museums, and their employees need to be trained so that they are able to promote the whole community and not just the museum they represent.

According to point 6 of the Regulation on the organisation and functioning of the Ministry of Culture, approved by Government Decision no. 147/2021, the Ministry performs the functions established in the fields of culture, national cultural heritage and tourism. Thus, according to the specified attributions, the Ministry is responsible for the elaboration of policy documents, draft normative acts in the established fields; collaboration, in accordance with the national legislation, with profile institutions from abroad; monitoring the quality of public policies and normative acts in the fields of activity specific to the Ministry, including in collaboration with civil society and the private sector; drafting normative acts and

implementing international treaties of the Republic of Moldova in the areas provided; preparation of reports on their execution; coordination and monitoring of the activity of the subordinate administrative authorities and of the public institutions in which he has the quality of founder, etc.

The normative framework in the field of tourism is regulated by Law no. 352/2006 on the organisation and development of tourism in the Republic of Moldova, which establishes the legal relations related to the development and promotion of state policy in the field of tourism, organisation and coordination of tourism and entrepreneurial activity in the field of tourism, forms of tourism, the creation and activity of national tourist areas, establishes the requirements regarding the quality of tourist services and ensuring the security of tourists, as well as the principles of international collaboration in the field of tourism. The law in question contains several provisions regarding the development of cultural and rural tourism.

By Government Decision no. 338/2014, the Tourism Development Strategy “Tourism 2020” and the Action Plan for its implementation in 2014-2016 were approved. In the period 2019-2020, the Ministry of Economy and Infrastructure (which coordinated the field until 2021), developed a new tourism development strategy and was placed in the public approval circuit. Following the central public administration reform in 2021, the normative act was withdrawn from the approval circuit, and at present, it is in the phase of re-evaluation and re-examination by the Ministry of Culture.

In the field of cultural heritage, each sector is regulated by distinct legislative acts.

Law No.1530/1993 on the protection of monuments, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=130151&lang=ro#](https://www.legis.md/cautare/getResults?doc_id=130151&lang=ro#)

1. Law No. 413/1999 on Culture, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=108404&lang=ro](https://www.legis.md/cautare/getResults?doc_id=108404&lang=ro)
2. Law No.262/2017 on Museums, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=115926&lang=ro#](https://www.legis.md/cautare/getResults?doc_id=115926&lang=ro#) ;
3. Law No.251/2008 on Formation of Cultural and Natural Reservation "Orheiul-Vechi";
4. Law No.218/2010 on the protection of the archaeological heritage, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=106616&lang=ro](https://www.legis.md/cautare/getResults?doc_id=106616&lang=ro)
5. Law No.192/2011 on Public Square Monuments, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=106450&lang=ro](https://www.legis.md/cautare/getResults?doc_id=106450&lang=ro)
6. Law No.280/2011 on Protection of National Movable Cultural Heritage, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=106379&lang=ro](https://www.legis.md/cautare/getResults?doc_id=106379&lang=ro)



7. Law No.58/2012 on the Protection of Intangible Cultural Heritage, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=106304&lang=ro](https://www.legis.md/cautare/getResults?doc_id=106304&lang=ro)
8. Law No.21/2013 on Artists and Artists' Unions, available in Romanian at: [https://www.legis.md/cautare/getResults?doc\\_id=113042&lang=ro](https://www.legis.md/cautare/getResults?doc_id=113042&lang=ro)
9. Law No. 135/2003 on Folk artistic crafts, available in Romanian at: [https://www.legis.md/search/getResults?doc\\_id=27751&lang=en](https://www.legis.md/search/getResults?doc_id=27751&lang=en)

The mentioned normative acts contain provisions regarding the regulation of the activities for the promotion of the patrimony objectives, the rights and the properties over them.

In 2014, in view of the integration of the Republic of Moldova to the EU, a Cultural development strategy was elaborated by the Ministry of Culture and adopted by the Government. The Strategy's mission is both to protect and value the country's cultural heritage as a national priority by providing the cultural heritage sector with a coherent, efficient and pragmatic policy framework, based on the priorities described in the document. for the cultural heritage component, the Strategy focuses on defining the national regulatory framework for the protection of cultural heritage, completing the national institutional framework for the protection of cultural heritage, creating a market for services of preservation / restoration of cultural heritage built, and creating the cultural heritage protection system in the administrative-territorial units.

At the moment, the Ministry of Culture is in the process of elaborating a new strategy for the development of culture and cultural heritage, which should correspond to international norms.

During the last 20 years, the European Union has been an important development partner for the country and since 2009, European Union support has been intensified. Nowadays, cooperation between the Republic of Moldova and the European Union (EU) is guided by the EU-Moldova Association Agreement (AA) which was signed in June 2014. Under Article 132 of AA, the parties concentrated their cooperation on a number of fields such as cultural cooperation and cultural exchange, intercultural dialogue, policy dialogue on cultural policy, cooperation in international organisations such as UNESCO and the Council of Europe in order to preserve and develop cultural and historical heritage, promote the participation of cultural actors from the Republic of Moldova in cultural cooperation programs. Through the Moldova-European Union Association Agreement, the parties undertook to cooperate in the field of tourism, aiming at consolidating a competitive and sustainable



tourism sector, as a factor generating economic growth and emancipation, employment and foreign exchange.

The recommendations for improving the situation in the field of capitalization of cultural heritage would be the following:

1. Adapting the legislative framework to the real and current needs, including the International norms in the field, in order to stop the degradation and destruction of the inherited cultural heritage. It is necessary to draft a new law on the protection of historical monuments in the context of international experience in the field and compliance with the obligations of the Republic of Moldova to European partners and UNESCO, which will replace the current Law on the Protection of Monuments from 1993;
2. Modifying the provisions of the Law on Authorization in Constructions, in order to make impossible the issuance of permissive documents for interventions at monuments by the Local Public Administration, without the prior mandatory approval of the National Council of Historical Monuments attached to the Ministry of Culture;
3. The Republic of Moldova must honour its commitments under international treaties and conventions in the field of cultural heritage;
4. Elaborating the National Strategy on safeguarding the cultural heritage of the Republic of Moldova;
5. Correcting the General Urban Plan of Chişinău and bringing its provisions for the central historical part of the city, in accordance with its status as an area of national category built and protected;
6. Establishing some integrated plans for the protection of cultural heritage, in accordance with the principles of the International Conventions to which Moldova is a party.

A long-term solution for financing the cultural heritage could be the public-private partnership. The amendment of the Law on Philanthropy and Sponsorship will stimulate private companies and economic agents to invest in the field of restoration of cultural heritage, benefiting from fiscal facilities. At the same time, it is necessary to create the infrastructure and capacities to receive visitors in areas with cultural potential, thus promoting cultural values and products for cultural consumption.

## How can cultural heritage innovations bring us to circular cultural tourism?

The implementation of an autonomous IT cataloguing system for the built heritage of Moldova, for example, is of strategic importance in the perspective of a general policy for the development of Moldovan institutional and administrative assets. - *The catalogue aims to identify and describe the cultural heritage for which the artistic, historical, archaeological or ethno-anthropological importance has been recognized. The general catalogue of cultural heritage collects and centralises the descriptive and administrative data of protected monuments. It also collects the data on monuments that are not yet registered and those that are protected for research purposes.*

The legislation in force on the cultural heritage of the Republic of Moldova does not provide a unique system for cataloguing real estate cultural heritage. The classification system is based on the registration of assets in the Register of Historical Monuments, based on the proposal of the Ministry of Culture. Although in recent years the legislation has been repeatedly completed and updated, the procedure for the registration of cultural property remains unclear.

The classification mechanism is confusing, the procedures for identifying, describing and cataloguing the assets are quite complex and are not applied or they are applied only to a minimum. In this context, any digitization project is virtually impossible due to the lack of homogeneous databases, infrastructures and technological systems. In addition, the fragmented nature of competencies and regulations between the different protection systems weakens the whole system. Thus, it is currently difficult to develop a common digital documentation system that could make the necessary data available to the various stakeholders. One of the worst problems is the lack of an efficient link between the registers and the cadastral system.

This link would strengthen the practice of protecting private property. The lack of a unified cataloguing system makes it virtually impossible to implement the information systems connected to other national databases, preventing the creation of effective urban and spatial planning tools or the development of risk maps. In Chişinău, there is an obvious lack of concordance between the Register of monuments of the Republic of Moldova protected by the state and the Register of Monuments of local importance of Chişinău municipality, which assigns a different classification (national or local) to the same monument. Due to this many errors are committed in the record of real estate heritage and its protection.

Moreover, the data included in these inventories were not designed for IT applications, so they are not suitable for homogeneous transposition into a digital information system. In order to overcome this problem, professional data analysis is mandatory. It is also necessary to address the spatial analysis of data, which is not yet regulated. In order to create an efficient information system of the built cultural heritage, it is essential to adopt a progressive and a modular unitary cataloguing system that applies to all types of immovable cultural heritage. Modularity would allow it to respond to the diversity of goods, offering a series of specific modules adapted to different types (archaeological, monumental, historical...) within a unified data structure.

The adoption of databases for asset identification (administrative data, geo-referencing, location, cadastral data, properties, metadata) would be of particular importance. Such an approach to the cataloguing process would also facilitate the access to the various levels of detail required for the procedural steps, from the first identification of the asset to the proposal for listing, protection and monitoring.

Cultural heritage management is a complex set of legal and institutional frameworks, capacities, resources that, together, ensure the physical protection of property, adequacy in related management activities and public satisfaction. The catalogue aims to identify and describe the cultural heritage for which the artistic, historical, archaeological or ethno-anthropological importance has been recognized. The general catalogue of cultural heritage collects and centralises the descriptive and administrative data of protected monuments. It also collects the data on monuments that are not yet registered and those that are protected for research purposes.

The general catalogue of cultural heritage would be a suitable tool for the protection and consolidation of cultural heritage, planning interventions for conservation and is the fundamental level of knowledge for spatial planning and for effective prevention of natural and man-made threats. In Moldova, the heritage protection policy and decision-making processes include various degrees of vertical autonomy and low levels of horizontal relations [6]. On the one hand, this is due to the lack of adequate technical equipment, and on the other hand—the lack of easily accessible and common basic information on heritage.

This constraint could be exaggerated if the basic heritage information were more easily accessible in a common, coherent way through up-to-date information technologies. The implementation of an autonomous IT cataloguing system for the built heritage of Moldova is of strategic importance in the perspective of a general policy for the development of Moldovan institutional and administrative assets.

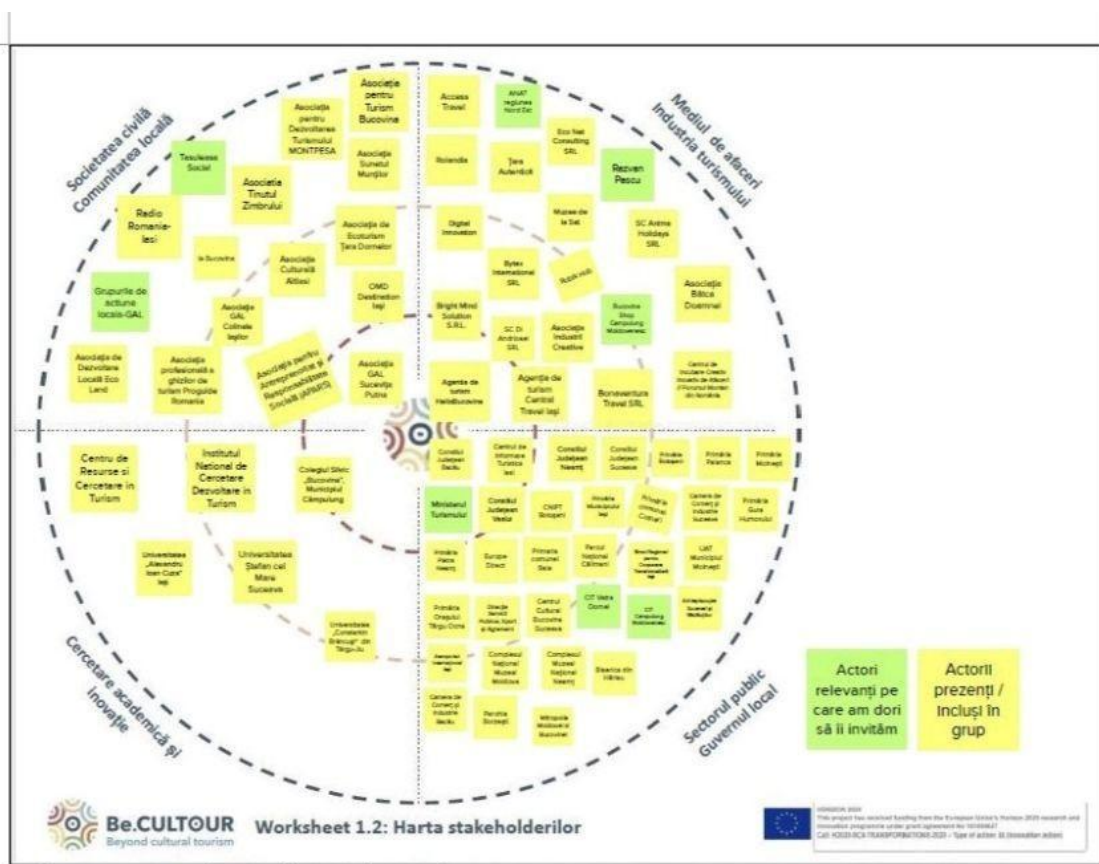
The IT cataloguing system for the built heritage of Moldova will be a relational integrated spatial database, which will allow users to explore, overlay and process the information about cultural assets and the potential risk factors. It will provide heritage managers with a technological tool to support scientific and administrative activities. This system will collect data on any type of real estate, both monumental and archaeological, regardless of classification and degree of protection, and will be an operational tool to support the decision-making process in the protection of cultural heritage, spatial planning and control. The IT cataloguing system for the real estate heritage of Moldova will be based on a database of registered and unregistered monuments and archaeological assets. The database will consist of:

- 1) Archaeological sites;
- 2) Monuments.

Both registered and unregistered. All monuments and archaeological assets will be analysed on the basis of a Unified Inventory Form and files on Monuments and Archaeological Assets. They are based on the data set stipulated in the following: ↪ Order No. 380 from 27.12.2016 on the Regulation on the National Register and Local Registers of Public Monuments; ↪ Regulation on the evidence and classification of the archaeological heritage, Order of the Minister of Culture No. 126 from 25.04.2013 has already been included in the system. The IT cataloguing system for the real estate of Moldova will be a section of the Moldovan National geospatial data fund, managed by the Agency for Land Relations and Cadastre (ARFC). The layer will collect the data already existing in the system of both the Agency for Inspection and Restoration of Monuments and the National Archaeological Agency. The application “EPatrimoniu” created by the Agency for Inspection and Restoration of Monuments on the platform <http://www.geoportal.md/> is an example of promoting the immovable cultural heritage through information technologies, which currently works and provides online data of over 1000 monuments in the real estate heritage of the Republic of Moldova. The online platform <http://www.monument.sit.md/> launched by the Association “SIT” is, in the same context, an invaluable contribution in the field of research and promotion of the architectural heritage of Chişinău. This platform in collaboration with the Publishing House “Arc” launched in 2010 the album entitled “The historical centre of Chişinău at the beginning of the XXI century. The repertoire of architectural monuments”.

## Mapping of inclusive and diverse stakeholder ecosystem – North-East Romania

The destination is the most complex entity in the tourism industry, due the fact that it is difficult to be managed: if in a simple tourism company, we have tools to reach our goals, destination management should be based only on the commitment of their stakeholders, communication, transparency and co-creation. For this reason, we have taken the involvement of the stakeholder ecosystem very seriously, in order not only to access all valuable knowledge that they have, but also in order to get their commitment in the future implementation of the action plan. Due to the extension of the targeted area, the list of stakeholders resulting in LWS1 was quite extensive (about 80 organisations).



## Mapping of inclusive and diverse stakeholder ecosystem – Republic of Moldova

The Republic of Moldova has 5622 monuments protected by the state, 2689 of which are archaeological monuments, 1387 are architectural monuments, 180 art monuments and 1318 historical monuments. According to national statistical data there are 1194 cultural institutions, 8 artistic education institutions, 6 large museums located in the city of Chisinau, 4

concert halls and 12 theatres. The Republic of Moldova has 35 raions (districts) and around 902 municipalities, each village has a local history museum.

The urban development of Chişinău, doubly accelerated compared to the rest of the country, resulted in the imposing destruction of the national real estate heritage.

The “Register of monuments of national and municipal importance”, approved by Chişinău's City Hall in January 1995, includes 977 municipal historical monuments.

As a result of the evaluation of the architectural heritage of the Nucleus of the Historical Centre of Chisinau, carried out by AIRM, it was found:

- 1) 80 architectural monuments were demolished (of which 44 were demolished during 1993-2006, and 36 objectives were demolished during 2006-2012);
- 2) 17 historic buildings are in an advanced state of ruin;
- 3) 160 cases of illegal interventions that damaged the authenticity of the monuments.

In Chişinău, 254 national and local real estate monuments from a total of 977 monuments suffered due to the non-compliance with the legislation in force.

## Mapping of recognized and hidden assets – North-East Romania

The mapping of recognised and hidden assets was performed using an online map of the Route Stephen the Great and Saint. The participants were asked to reflect on the assets in the areas or parts of the route they are familiar with. They have worked individually and then in small groups, exchanging their opinions and experiences. Moderator and documenter noted down challenges, linking them to assets right away. At the end all participants discussed the results and the top 5 challenges resulting from the group work. Using a MURAL board the participants could vote for the most important challenges to be addressed during the project.



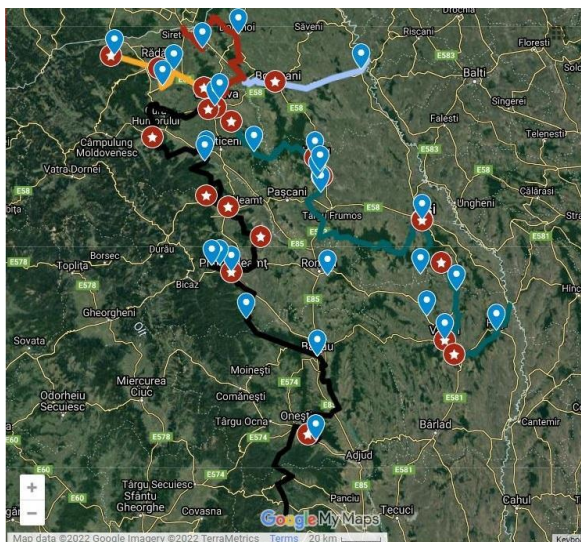


Figure 4. Assets from Romania

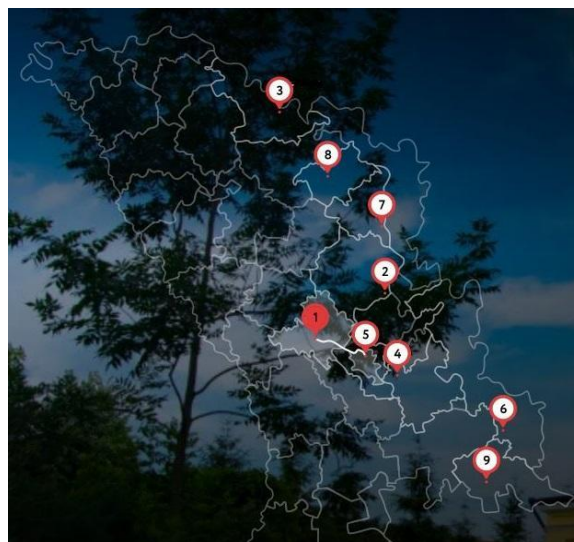


Figure 5. Assets from Republic of Moldova

## Mapping of recognized and hidden assets – Republic of Moldova

The intangible cultural heritage of the Republic of Moldova includes a wide range of historical and cultural monuments from various historical epochs.

On the territory of the Republic of Moldova have been identified over 12000 monuments of history and culture, of which 5206 are included in the Register of monuments of the Republic of Moldova protected by the state. Of the total number of monuments, about 8000 represent archeological sites, about 100 of them are earthen fortresses, 3 mediaeval walled fortresses, 6 mediaeval cities (Orhei, Lăpușna, Tighina, Soroca, Căușeni, Chișinău), 788 churches, 129 mansions and many historical cities from the 19th century (Bălți, Cahul, Chișinău, Orhei, Soroca, Tiraspol).

## Mapping of specific heritage and cultural tourism-related challenges – North-East Romania

We can confirm the previous conclusions of the Be.CULTOUR reports (D.3.4.) that there is only a limited understanding of the term “cultural tourism”. The circular economy concept has not yet garnered much awareness or activity in the two countries, and the workshops had as an additional goal the increasing awareness of the participants about this topic. According to the project deliverable D.3.4, “in Moldova, there is some discussion of the circular economy regarding waste management. In North-East Romania, a circular economy advisory group was

established in 2016 to support circular efforts in the region and one notable private organisation is working on the topic. “

Reflection on the challenges, was as well an impulse to identify areas for new improvements, to maximise the potential of the region. Among other things, attention was paid to factors such as:

- variety of places suitable for the families,
- spots for camping and hostels for young travellers,
- the possibility of developing a diversified offer of souvenirs,
- the advantages of using digital tools and the attractiveness of social media in promoting tourist facilities, good network infrastructure can also strengthen the cooperation between local stakeholders by linking presentations of their activities,
- the possibility of designing individualised tourist offers on request (for different tourist categories),
- existing examples of circular economy in terms of cultural heritage (villages in Bucovina).

Based on LWS1 discussions and online voting, the following challenges were identified. The order corresponds to the highest number of votes.

1. Awareness of different interests that the visitors could have (tangible and intangible heritage) and develop new tourism experiences.
2. The need to establish efficient local partnership with all stakeholders involved in regional tourism and beyond. The project is done by the community and for the community. The Action Plan should mirror the local needs and visions. Thus all stakeholders should be updated on the progress of the project. T
3. Improving the promotion of the tourist offer with particular emphasis on an effective presence on the Internet and with particular attention to digital marketing, digitalisations a.o.
4. Educational offer for employees in the tourist/cultural sector to help them obtain additional skills.
5. Comprehensive care of cultural heritage.

A possible weakness is that the region is not marketed internationally in an adequate way. As a result, there is no offer adequately tailored to foreign tourists (for example modern transportation operated by trained staff, adapted tourism interpretation a.o. ). As well, limited online presence leads to a lack of reviews and recommendations on websites visited by tourists. In many dimensions, the level of accessibility is inadequate in terms of mobility



(including the connection between several destinations), availability of information, and cleanliness of public places. So far, the offer addressed to families has also been taken into account only to a small extent (not only in terms of comfort of the visit, but as well use of specific tools making cultural heritage accessible).

An often-recurring factor was the issue of online presence and taking advantage of the opportunities arising from the development of this area, in terms of digitization of heritage, as well as promotion, and cooperation. Missing cooperation has been highlighted as well and is seen as an obstacle.

In general, there are many factors in the region that require modernization. Stakeholders have different ideas for action, and the main challenges identified in LWS1 and LWS2 are listed below, structured on some categories.

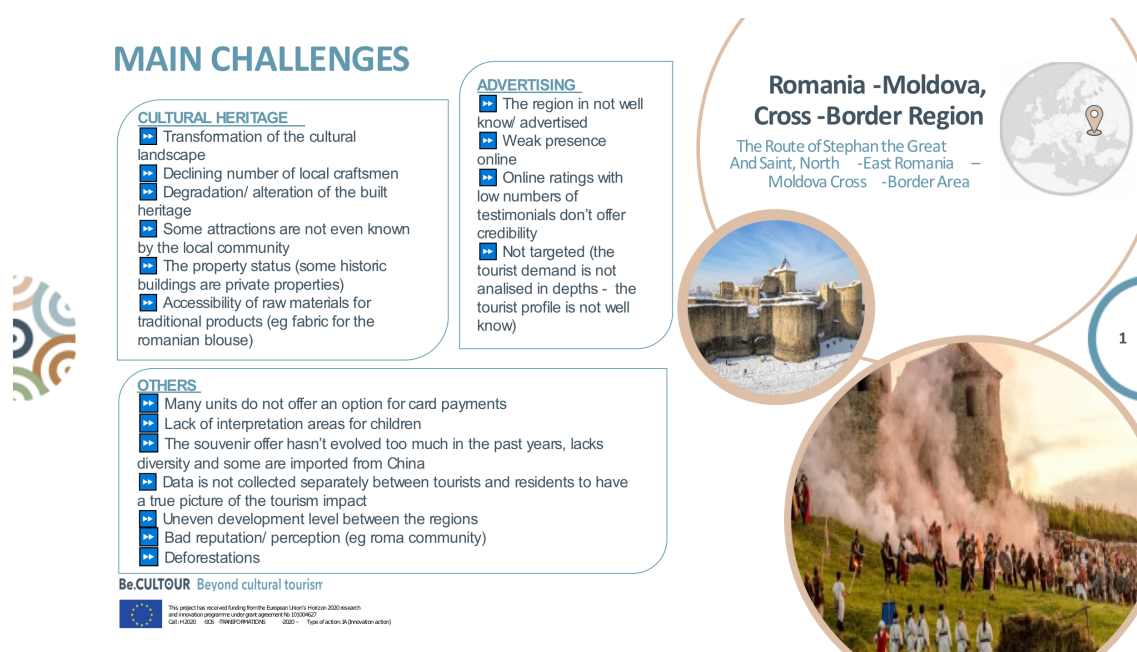


Fig. nr. 6 – Main challenges. Results of LWS1, part 1.

## MAIN CHALLENGES

### HUMAN RESOURCES

- ▶▶ Not enough specialised personnel (eg museum curators)
- ▶▶ Lack of skilled workforce
- ▶▶ Across all sectors the big majority of staff doesn't speak English (foreigners languages)
- ▶▶ Depopulation

### LOCAL COMMUNITY

- ▶▶ Overtourism (overcrowding of some destinations)
- ▶▶ Not aware of the resources of their region / not appreciating at the true value
- ▶▶ Lack of involvement / cooperation
- ▶▶ Waste management (garbage disposal and collection)

### ACCESSIBILITY AND TRANSPORTATION

- ▶▶ Long distances between the attractions on the route
- ▶▶ The transportation network
- ▶▶ Not adapted to new tendencies (bike/ ride sharing, charging of electric cars)
- ▶▶ Not enough information online
- ▶▶ Opening hours are not clear for some attractions
- ▶▶ Missing road signaling (for car and bike transportation)

Be.CULTOUR Beyond cultural tourism



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 - Type of action: IA (Innovation action)

## Romania -Moldova, Cross -Border Region

The Route of Stephan the Great  
And Saint, North -East Romania -  
Moldova Cross -Border Area



2

Fig. nr. 7 – Main challenges. Results of LWS1, part 2.

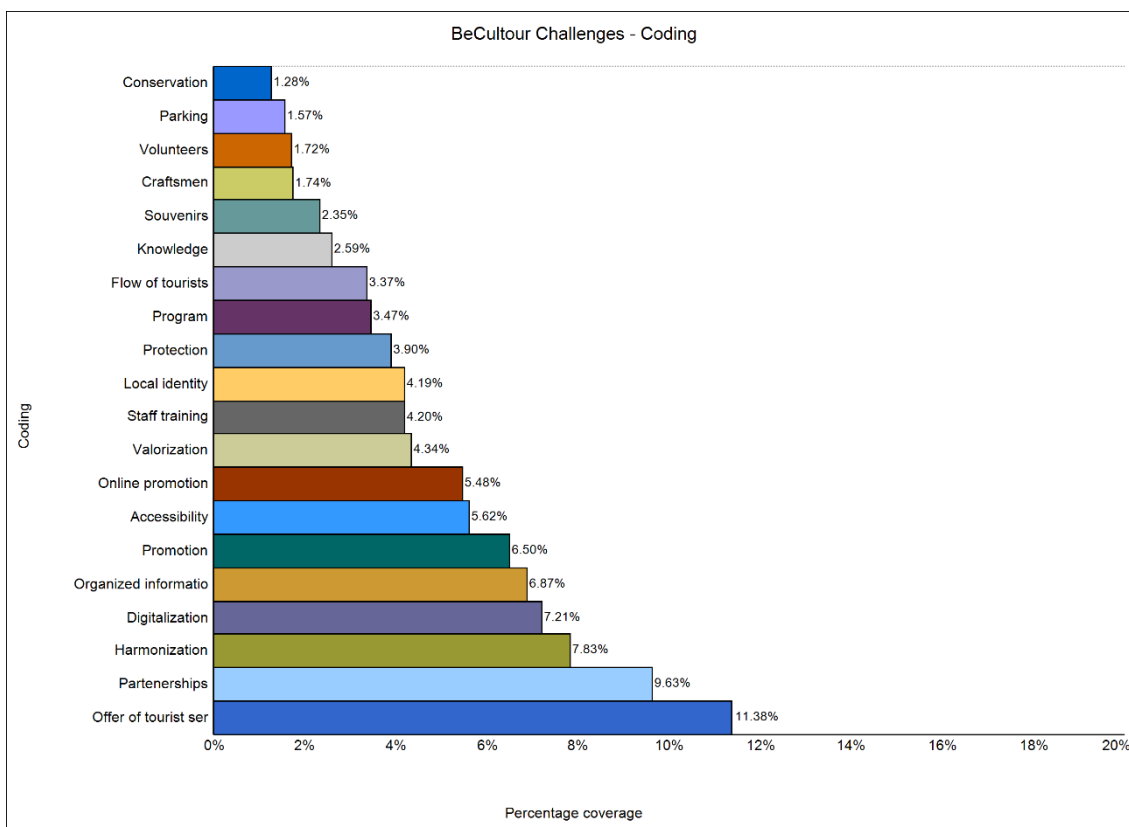


Fig. nr. 7 – NVivo clustering of the main challenges. Results of LWS1

The information regarding the met challenges, presented as unstructured text, has been gathered from the participants to BeCultour workshop, and then typed, filtered and analysed using NVivo software (see fig. nr. 7). All the related challenges have been gathered in related codes which were the springboard to developing a higher level of analysis. The percentage of coverage shows the importance of each code (challenge) in the participant's discourse.

The actions included in the Local Action Plan (LAP) are addressing the first challenges, selected by the stakeholders that have attended to the co-creation process.

## Mapping of specific heritage and cultural tourism-related challenges – Republic of Moldova

At the national level, the evaluation carried out by AIRM in the period 2009-2011, on 788 monuments from 366 localities (29 districts), revealed major dysfunctions and vulnerabilities in the field of real estate in the Republic of Moldova, as follows:

- about 15% of buildings and historical sites were demolished;
- 40% of buildings and historical sites are in a state of advanced degradation;
- 111 churches were mutilated by the degrading interventions, without the permission of the authorities invested by the legislature with responsibilities for authorising such interventions;
- 80% of the 49 boyar mansions with the status of protected monument of national category are in a state of ruin;
- 18 wooden churches registered in the Register of state-protected monuments were demolished during 1993-2012;
- 4 wooden churches are in a state of advanced degradation;
- 20 buildings of civil architecture are in a degrading condition;
- 50 public monuments are in an unsatisfactory condition;
- 31 churches from various localities of the republic are currently in an unsatisfactory situation and do not meet all the norms of preventive conservation. Likewise, in most of the historical monasteries protected by the state, some interventions were operated that seriously damaged their originality and monumental value;
- 8 monasteries in the country are in an unsatisfactory state, over 20 in a wretched state.

## Involvement of the community in Actions – North-East Romania

The additional achievement of the Be.CULTOUR workshops was that it configured a community of practice, that was involved in the co-creation process, that contributed to the identification of hidden assets and of the main challenges.

### ***Stakeholders and Heritage Innovation Network***

80 participants took part in the LWS1, representing various areas, including tourism industry, public administration, civil society, cultural institutions and other stakeholders from NERDA Romania and Republic of Moldova. The workshop was organised online, and due to the variety of the area covered and the large number of participants, the individual modules were adapted accordingly. Overall, the private sector was under-represented at LWS1, compared to the public sector. There were also no direct representatives of the rural areas with tourist potential. Throughout LWS2 and LWS3 the innovation network was consolidated, by the participation of important stakeholders from all countries involved in the development of the Route StGS. They are committed to support the future development of the route and will be part in the implementation of the LAP.

The diversity of the participants made it possible to discuss issues such as, among others, already existing routes like the cross-border route of wooden churches of Romania and Republic of Moldova, the Route of Stephen the Great and Saint, and new ones that are still in planning. Additionally, attention was drawn to the need for digitalization and development of new online based tools, such as applications for mobile devices (e.g. VisitNeamt), branding of heritage objects, and responding to the changing profile of the visitors..

As a result of the workshops, the ecosystem of several dozen entities potentially interested in the project was outlined.

## Involvement of the community in Actions – Republic of Moldova

On 11.07.2012, the “National Development Strategy, Moldova 2020” was approved by the Parliament of the Republic of Moldova. The field of culture, implicitly, the field of cultural heritage, does not find its place among the eight development priorities of the country. In these conditions, the Ministry of Culture elaborated the Culture Development Strategy “Culture 2020”, approved by the Government of the Republic of Moldova on 29.01.2014. It is the first strategic document in the field of culture in the Republic of Moldova, since the declaration of independence in 1991.

One of the four general objectives of the Strategy is “Safeguarding the national cultural heritage”. Among the basic actions to be taken to achieve this objective are:

- Finalising the national normative framework in the field of cultural heritage protection by adopting the Law on the protection of historical monuments, which contains for the first time, for the national legislation, detailed provisions including those regarding the protection of historic cities/protected built areas. The necessary amendments to the Criminal and Administrative Codes of the Republic of Moldova are to be made, respectively.
- Finalising the national institutional framework in the field of cultural heritage protection.
- The documentation and inventory of the built cultural heritage, including the protected built areas/historic cities, by creating the national institution responsible for the evidence.
- Creating the market of services for the conservation/restoration of the built cultural heritage—by forming the national system for training staff in the field; by ensuring a competition for access to the provision of design and operation services for conservation/restoration works based on professionalism/knowledge and specialisation in the field.
- The creation of the cultural heritage protection system within the territorial-administrative units.

The strategy did not establish separate actions against the protected built-up areas and historic cities.

To solve the existing problems, it is important to promote the perception of the built cultural heritage, including the urban heritage of historic cities, as an important resource for sustainable development of localities, and not as an “embarrassing obstacle to progress” (“progress” is usually, associated with wide streets, large urban constructions, made of glass and concrete, which “inevitably” must replace the constructions of historic centres). That perception has been educated over the past few decades against the background of the demolition of the Soviet system of protection of built heritage and not building anything new.

## Meaning and value of local cultural heritage Actions for European history and culture – North-East Romania

At the regional level, it is assumed that an Action Plan will be developed for 2023-2027, in which the main focus will be on circular cultural tourism. The development of products and

services specific to circular tourism should be rooted in the local potential. One example is Vânători Neamț Natural Park, which was selected for the Hackathon, having a chance for future development of its potential, and for a future scaling of activities in other nature-protected areas.

The Route of Stephen the Great and Saint (StGS) brings together the main points of interest connected to the life, events and the cultural and military accomplishments of this great mediaeval ruler. During his reign of 47 years, Stephan managed to make Moldavia known throughout Europe, establishing commercial, military, and cultural connections with the most important European powers of that time<sup>5</sup>. With a succession of wars and peace treaties, considered by his contemporary fellow Europeans as a head of state who had managed to hold the reins of the country for 47 years, Ștefan was seen by the people as a symbol of stability, consistency, economic development and justice strengthened the position of Moldavia in both the military and cultural fields. Through his connections with King Matthias Corvinus of Hungary, Sultan Mehmed II - the conqueror of Constantinople, King Cazimir IV of Poland, Vlad Țepeș of Wallachia (Dracula) - his cousin or Pope Sixtus the IV of Rome, Stephan entered triumphantly on the European stage. The points of interest identified on the route are valorised and communicated mostly independently, the local community is very attached to the historical figure of Ștefan and there are lots of legends regarding his reign. The most famous points of interest are the mediaeval fortresses, the princely courts and the beautiful churches built during the 47 years of rule. Most of them were conserved in time as the most valuable assets of the region, so the valorisation and communication in an innovative and integrated way is not only possible, but highly expected. All these are arguments that are connecting the history of these places, are connected with the history and culture of Europe, in a broader context.

## Meaning and value of local cultural heritage Actions for European history and culture – Republic of Moldova

Overcoming the situation is possible by building a new system for the protection of the built cultural heritage in the Republic of Moldova; by integrating it in the urban development plans of localities (establishing borders, buffer zones, a management plan, etc.), according to the principles set out in documents (books, conventions, resolutions) in the field of the Council of Europe and UNESCO and in accordance with the European best practices.

<sup>5</sup>[www.usv.ro](http://www.usv.ro); BeCULTOUR internal reports.

By implementing the Strategy, the cultural sector was to become a viable and impactful area in the economy and social life of the entire country. The mission of the Strategy was to provide the cultural sector with a coherent, efficient and pragmatic policy framework, starting from the priorities identified in the document. The strategy took into account the needs of the sector and of human capital in the fields.

By December 31, 2020, the Republic of Moldova would have a consolidated, independent and creative cultural sector, a cultural heritage protected and integrated into the national and regional public policies, including sustainable development activities: educational, social, economic, tourism and the environment.

The modernization of cultural institutions and digitization in the arts and culture sector is one of the objectives of the National Strategy for the Development of Culture of the Republic of Moldova/Culture 2020. It aimed to ensure the real and virtual circulation of cultural products. The basic objective of the Strategy is to make the information system of the cultural sector practical.

Among the priority actions of the Strategy are:

- Digitization of cultural heritage;
- Development of a single information system in the field of culture.

The National Program for the computerization of the cultural sphere for the years 2012-2020 was also approved in 2012. The objective of the program was to digitise, in proportion of 75%, the tangible and intangible cultural heritage of the Republic of Moldova by 2020. Another document containing provisions related to culture is the National Strategy for the development of the information society “Digital Moldova 2020”.

The national program for computerization of the sphere of culture for the years 2012-2020, also provided for the creation of the infrastructure and information spaces in the field of culture, necessary for the provision of electronic services in the field of culture.

These policies in the field of culture and cultural heritage have not been successful due to lack of financial coverage.

If these policies had been implemented practically, today we would witness an advanced level of development of the cultural sector and the impact on the economy and social life of the whole country. In this context, the governance objectives that could improve the cultural heritage policy are:

- 1) Promoting culture, as a primary factor in preserving and developing the national identity;
- 2) Promoting national cultural values, as a component part of the European cultural heritage.



## Discovering the “beyond” in circular cultural tourism in the PHS (how Actions address other economic sectors and residents’ needs)

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<sup>6</sup>. 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.

The actions proposed in the LAP are not tackling only tourism, but additional sectors and the communities from urban and rural regions. The implementation of the actions is an opportunity and may lead to development of a competitive products and services, the business ideas being like a flag for future similar projects in fields that are core-points in the pilot site: heritage, natural parks and nature reservation, digitalisation, creation of new tourism experiences, improved tourism information services. The Route of Stephan Great and Saint could constitute a complete tourist experience, it is not only a tourist attraction.

Spiritual travel experiences, nature as heritage and the contemporary meaning of heritage were determined to be the niche innovation areas which appear to be most easily related to the local reality in these cases, together with emerging trends: transformative travel, remote working destinations and post-cultural tourism. These innovation areas will engage additional areas and stakeholders.

As well, the project methodology itself is seen as an opportunity, the used tools of co-creation could be adapted for local workshops, in remote communities.

## Why will our Action Plan be sustainable? Monitoring and evaluation

The NERDA was in the last decade in the region a coagulation factor and a moderator of the tourism development in NE Romania, embracing the regional challenges: a large territory and a big number of stakeholders.

<sup>6</sup> Be.CULTOUR internal reports.



In the co-creation process it was stated that NERDA will coordinate as well in the future the Be.CULTOUR community formed through the LAP co-creation process. Like this, not only the sustainability will be optimised, but as well the enlargement of the existing innovation ecosystem.

- The following monitoring actions are aimed to be implemented:
- Periodic online or onsite meetings, as an exchange of knowledge in the field of circular tourism;
- Quarterly meetings with coordination bodies of innovative ideas and check of the status-quo of all actions;
- Based on the quarterly checks, 1-2 page evaluation reports will be issues, regarding actions performed, challenges, deliverable;
- Revision of the actions after the Hackathon and update of the content;
- Identification of incremental changes or course corrections that are needed;
- Evaluation of success gap (elaboration of Success Gap Action Plan);
- Evaluation of final indicators.



## Action Plan: Overview of actions and sub-actions

Action 1. Digital marketing and improved digital presence on the internet, of the territory and of the cultural resources of the Route of Stephan the Great and Saint (StGS), from North-East Romania – Moldova. The online information and promotion should be instructional, relevant and inspirational, connected with tourists/consumers that are responsible with the environment and with the resources of the destination.

The marketing of destinations has changed in the last two decades. The technology is contributing to worldwide access to destinations that are competing not only in the real tourism markets, but in the online world as well. The tourists are pre-testing the tourism experience, by accessing images and information before their trip. Like this, the tourism promotion is shifted from the teasing and attention/interest rising to information and virtual visit of destinations. At the same time, the DMOs are able to assess the right segments of tourism, their interests, and can anticipate their travel behaviour. The action should encompass: (1) the digital promotion (online presence on social media channels, improvement of the quality of the digital presence / pictures/storytelling/presentation; (2) integration of digital marketing research, in profiling the potential visitors and developing appropriate selling messages and channels; (3) digitalization through AI, AR and VR solutions of the heritage and natural resources from the pilot site; (4) increased loyalty and connection in post-consumption stage, through gamification solutions. All these measures are connected with the national tourism strategy, and with regional and local development strategies. As well, the action is a result of the co-creation activities from LWS1 and LWS2, as a response to the challenge “limited existing tools for digital marketing”, “reduced marketing intelligence in order to connect the tourism offer with the tourism needs”.

*The cultural heritage assets* that will be valorised by the action, encompasses the objectives registered in the Cultural Route of Stephan the Great (StGS), 9 tourist attractions in the Republic of Moldova and 20 tourist attractions in Romania but as well other associated resources, as vernacular architecture, immaterial heritage related to the traditional way of living in the rural area, household occupations, events, and festivals. The area covered by the

route includes activities and resources belonging mainly to the rural areas, but as well to urban settlements, with a coherent and attractive tourism offer. This diversity constitutes an advantage, taking in consideration that could be fulfilled needs for both tourism city and rural experiences.

The timeframe that will be envisaged for the implementation of the action is four years, and the geographical space that will be covered is the cultural route StGS. Some additional spots will be included, as result of the co-creation process developed in the workshops of Be.CULTOUR project.

### Sub-action 1.1: Stephen the Great, VR route

#### Objective 1.1.

An enhanced promotion of StGS Route at EU level, with the support of a VR application that will include 29 virtual tours and will be developed in a timeframe of 4 years (field documentation, digitalization of field resources, film production, platform development and testing).

#### Sub-action description:

The VR ROUTE will integrate a total of 29 virtual tours, that will encompass 9 tourist attractions in the Republic of Moldova and 20 tourist attractions in Romania, all integrated into an online platform constituted as a 3D map of the pilot heritage site. The platform offers the possibility to identify the tourist routes, the locations of the activities included in the circular tourism solutions, and the natural environment and will attract at least 200 tourists in the 1<sup>st</sup> year, for each of the objectives presented. A special attention will be accorded to the promotion of the circular tourism initiatives. The impact of this promotion is expected to be high, as more and more members of the virtual community will be targeted. The VR Route aim is as well to increase the interest of new generations and younger generation to traditional and cultural values. It can be a tool for learning (thanks to the scientific and historical data presented in it) and for cultural education.

The VR ROUTE will offer an additional tool for the promotion of the destination, for new tourists, or for the new multimedia-consumers and millennials. Through the platform, and its integrative character in the local and international context, will be achieved the valorization of the pilot heritage site, through interdisciplinary approaches in the local and international

context and the access to digital promotion of less advantaged sub-areas, re-balancing the access to the tourism markets.

The innovative nature of the solution can be the basis for interactive history lessons. The social impact on the area, apart from increasing the number of tourists, could be achieved by involving and mobilising the local community firstly by carrying out the interviews necessary for the tours and secondly by further developing the platform with the help of local professionals. As well, a “participatory” storytelling can be implemented, with the support of translation functions that can be added to the interviews with the locals.

**Sub-action activities:**

1. Desk documentation
2. Technical research and research tools conceived
3. Documentation and final list of sites characteristics, relevant for visual documentation (filming)
4. Scenario writing
5. Calendar of field work and field documentation (photo shooting, filming, interviews)
6. Pre-montage, montage
7. Quality management and final review
8. Creation of a self-financing mechanism for a self-sustainable platform.

The sub-action proposes the creation of virtual tours of the locations and objectives within the pilot heritage site, integrated into an online platform that facilitates their visualisation in a 3D environment, i.e. with the help of a 3D map of the area served by the pilot heritage site, which is intended to function as an interface between the user and the virtual tours available.

The interactive virtual tour will contain info points with texts/pictures/video/action buttons, information about the sites within the route. It will be bilingual and will interlink images recorded at each objective and then interlink all objectives. To this end, drone footage will be used, interviews and 360 video, with the help of a professional 360 video camera (Insta360 PRO 2). This solution aims to widen access to culture through new media technologies. Thus, the protection, preservation and promotion of the pilot heritage site is done by involving social and cultural elements of each site.

It aims to promote and present circular economy solutions implemented within the local and regional tourism ecosystem.

This solution will be accessible for free, making it possible to interconnect tourists with heritage, as well as accommodation or transport within the pilot heritage site. In addition to virtual tours, documented using historical and academic sources, of the heritage elements, users will also find on the platform information about local producers, accommodation and transport.

The platform will be accessible from any device with internet connection, will offer the possibility to create their own itineraries, as well as act as a guide for tourists interested in discovering the pilot heritage site on their own. The sub-action objectives are aligned with the following strategic development goals: SDG4 Quality education, SDG5 Gender equality, SDG8 Decent work and economic growth; SDG9 Industry, innovation and infrastructure, SDG11 Sustainable cities and communities.

<b>When:</b> start date and end date:	2023-2025 (field work 6-8 months)
<b>Be.CULTOUR innovation area(s):</b>	<p>Sensorial Heritage Experience; Contemporary Meanings of Heritage; Spiritual Travel experience; Nature As Heritage; Industrial Heritage Experience; Transformative travel</p> <p><b>Sensory heritage experience</b> Starting from the goal of attracting tourists, a virtual tour offers a sensory experience by translating the real environment into the virtual environment, by creating an integrated virtual community, accessible according to the user's preferences.</p> <p><b>Contemporary meanings of heritage</b> The pilot heritage site currently contains both elements of history and tradition and contemporary aspects of its preservation as well as recent cultural elements that complement the cultural space of the pilot heritage site. Transposing them into the virtual environment using our proposed solution, represents a testimony to the future of the spatial and temporal context of identity and culture in which we find ourselves at the moment. Interviews about the development intentions of the area, and circular tourism are other relevant and innovative elements of the virtual community creation solution.</p> <p><b>Spiritual travel experience</b> The main aim of the solution is to attract tourists. Watching virtual tours just for information and knowledge can easily turn into a special spiritual experience, given</p>

	<p>the use of modern 360 3D filming technologies and reporting techniques.</p> <p><b>Nature as heritage</b> 360 3D technology involves recording an object, showing the natural setting in which it is located, and nature becomes an integral part of the site.</p> <p><b>Industrial heritage experience</b> The platform will present data on the economic activities of the site, especially those with heritage value (e.g. traditional arts, and crafts specific to the area).</p> <p><b>Transformative journey</b> Whether you choose the virtual tour as a learning experience or to choose a tourist destination, the experience offered is transformative. In the first case, through the accumulation of integrated information and the development of knowledge about European cultural heritage, and in the second case through the novelty of the presentation of the tourist destination.</p>
<b>Identified local challenge(s):</b>	<p>Reduced digital presence in internet of the destination; Low awareness about the tourism potential; Most recent statistics have shown that the younger generation prefers to learn using online applications, virtual environments, and new technologies.</p>
<b>Cultural heritage asset(s):</b>	<p>Locations and objectives within the pilot heritage site, integrated into an online platform that facilitates their visualisation in a 3D environment, i.e. with the help of a 3D map of the area served by the pilot heritage site, which is intended to function as an interface between the user and the virtual tours available.</p>
<b>Target group(s):</b>	<p>Tourists of all ages. Small and less accessible communities that will take advantage from the online promotion; Younger generation of tourists. Scholars/students Multimedia consumers</p>
<b>Responsible stakeholder(s):</b>	<p>The "BÂTCA DOAMNEI" NGO Tourism departments from selected communities; Public authorities Museums The administration of all heritage sites from the Route StGS</p>
<b>Collaborator(s):</b>	<p>Text editor, Project manager, Videographer, VR editor, Actors, Local guides</p>

	Museums Community members
<b>Raw budget estimation:</b>	20.000 EUR
<b>Funding source (European, National, local funds):</b>	Start-Up Nation (RO) Creative Europe (EU) COSME (EU) Regional and local budget of public authorities.
<b>Other resources needed:</b>	Drone Filming equipment Scenario Transportation Accommodation for team members
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of tours included; Number of tourism attractions; Number of circular businesses included in the presentations; Number of small, remoted communities, interesting for the local heritage; Surface included on the 3D map of heritage maps; Activities included in the circular tourism solutions, and the natural environment. At least 200 tourists in the first year for each of the objectives presented. The impact of this promotion is expected to be high, as more and more members of the virtual community will be targeted.
<b>Hackathon?</b> Yes or no	Candidate, not selected.

## Sub-action 1.2: A virtual journey of heritage

### Objective 1.2.

An improved quality of the virtual promotion of the StGS Route and a broader international presence of the 29 cultural heritage sites and circular tourism initiatives, through a platform that will integrate Matterport interactive 3D virtual tours, developed in two years, as a full option solution (virtual tours and interactive elements).

The ultimate goal of this project is to create the desire of the website user to "turn" into a physical visitor, who pays and supports culture, but also to provide the opportunity for those who cannot physically travel to explore the cultural sites in

### Sub-action description:

The Matterport 3D interactive virtual tour is the main tool for the promotion and preservation of cultural sites. The technology used by us in the realisation of interactive virtual tours is less used in Romania (especially in the cultural field), because it is more expensive and requires much more effort and technical knowledge than the one used for the realisation of classic "virtual tours" - which either use only 360 photos or the "virtual tour" has no interactive elements. Among the main features of the virtual tour offered by the team are: it can be accessed anytime and anywhere from any internet-connected device (laptop, PC, smartphone, tablet), without the need to install another app; the user can explore both inside and outside the museum; it can be navigated using VR (virtual reality) glasses; it digitally preserves heritage assets; the virtual tour cannot be altered, it presents the reality exactly as it is when scanned. In addition to the virtual tour, the page for each cultural site also includes informative text, which helps it to be indexed more appropriately in Google, a set of detail and landscape photos, and information about the programme, contact and geographical location.

The cultural sites will be linked together on a web platform, which will be available in both Romanian and English. Each cultural site will benefit from an Matterport interactive 3D virtual tour made with high-performance equipment, which will be available for two years on the web platform. The virtual tour will also be integrated on Google Street View, Google Maps and Google Earth, with no expiry date. In addition, each museum will also benefit from a set of 15-20 professional interior/exterior detail and landscape photographs. Using the website's interactive interface, the user will be able to view the online page of each cultural object included, read about it and view/explore the 3D virtual tour and photos.



**Sub-action activities:**

1. Stakeholders meetings and content negotiation
2. Desk documentation
3. Field research and data collection (3D Scanning)
4. Data processing
5. Sending the data draft to the beneficiaries for content approval
6. Creation of the platform that will aggregated with all tourism services (one stop shop version)
7. Monitoring and quality control over first year implementation stage

<b>When:</b> start date and end date:	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Contemporary Meanings of Heritage; Spiritual Travel Experience; Industrial Heritage Experience; Transformative Travel.
<b>Identified local challenge(s):</b>	<p>The state of emergency of the last two years and the pandemic have accentuated the need for a more interactive and up-to-date online presence of cultural institutions. Major museums and art galleries around the world have responded to this need by creating interactive virtual tours, with information points and videos integrated into the virtual tour. question. Matterport interactive 3D virtual tours will increase the visibility of cultural objects and attract more physical visitors.</p> <p>Although virtual tours are not a completely new technology, over the last few years they have seen a rapid rise, with the introduction of innovative elements that have significantly improved user interactivity. Thus, the project defines new valences and expressive approaches in the cultural-artistic field, the starting point being a set of problems and needs that the target audience feels acutely at this time</p>
<b>Cultural heritage asset(s):</b>	<p>THE ROUTE OF STEPHAN THE GREAT AND SAINT, NORTH-EAST ROMANIA – MOLDOVA CROSS-BORDER AREA includes churches, fortified fortresses, over 500-year-old royal cellars and museums - buildings of major cultural importance.</p> <p>Scanning them using high-performance equipment and creating Matterport interactive 3D virtual tours leads to the preservation of the heritage in the most complete</p>

	form and at the same time promotes the route to a wide audience.
<b>Target group(s):</b>	<p>The virtual tour and the photographs will attract not only mature audiences - 35-50 years old, but also (and especially) younger audiences - under 18 and 18-34 years old. It is well known that young people have much higher technological expectations and in order to be convinced to visit a cultural site or museum, it is necessary for the cultural institution to have a very good relationship with the new technological wave - to be visible on social media, to have high quality photos, to show clarity and to offer interactivity and uniqueness. At the same time, the project also addresses people with disabilities for whom a visit to the museum can be difficult, especially in rural areas. The project will attract new physical visitors to the cultural venues on the route and increase revenue for them. The project will become an important resource for the educational environment - pupils, students and teachers can make online visits to the sites and museums in question when physical visits cannot be made for financial or other reasons.</p> <p>The experience of visiting a virtual cultural object is greatly enhanced, taking place at the user's pace, without being in any way constrained by other visitors who would have been simultaneously physically in the same place. Focusing on the user, the project aims to combine learning with leisure time in a balanced way. Furthermore, the cultural objectives targeted by the project will be able to use the virtual tour provided as a form of training for new employees or to preview the location when planning events.</p> <p>The web platform and virtual tours have the potential to support a permanent dialogue between the public and the museum institution. The interactive Matterport 3D virtual tours will preserve the cultural heritage for an indefinite period of time. With online exposure, the audience for cultural objectives will be much more diverse and developed.</p>
<b>Responsible stakeholder(s):</b>	<p>Real Tour RO</p> <p>Local authorities</p>
<b>Collaborator(s):</b>	<p>Tourism departments at regional and local level</p> <p>TICs</p> <p>Museums administrator</p> <p>Cultural site curators</p> <p>Tourism business sector</p>

<b>Raw budget estimation:</b>	45.000 EUR (1500 EUR/objective)
<b>Funding source (European, National, local funds):</b>	Start-Up Nation (RO) Creative Europe (EU) COSME (EU)  Regional and local budget of public authorities.
<b>Other resources needed:</b>	Informational resources Human resources: videographer, copywriter, 3D Scanning Operator, Photographer. Materport technology and equipment
<b>Indicator(s) for success (also considering circularity, diversity and inclusion):</b>	Number of tourism attractions; Number of circular businesses included in the presentations; Number of small, remote communities, interesting for the local heritage; Activities included in the circular tourism solutions, and the natural environment. At least 200 visitors in the first year for each of the objectives presented.
<b>Hackathon? Yes or no</b>	Candidate, not selected.

### Sub-action 1.3: Update of the website dedicated to the Stephen the Great Route

<b>When: start date and end date</b>	September 2022 - December 2023
<b>Be.CULTOUR innovation areas:</b>	Circularity, Human-centred approach, Europeanization
<b>Identified local challenge (s):</b>	Certification of destinations, Insufficient media coverage of objectives and promotion of tourism products
<b>The objective / objectives of cultural heritage:</b>	The patrimony objectives from the North-East area of Romania

<b>Target group:</b>	Travel agencies, tour operators, associations / organisations for tourism promotion, public authorities
<b>Responsible Stakeholders:</b>	“Moldova Moldova” Investment Agency, Central Authorities of the Republic of Moldova and Romania, Local Public Authorities, NGOs, Tourism Promotion Associations
<b>Collaborators:</b>	Investment Agency team
<b>Gross budget estimate:</b>	30 thousand euros per project  (30% of the amount will be taken over by the Investment Agency)
<b>Sources of funding (European, national, local)</b>	European Union Project Be.CULTOUR, State Budget of the Republic of Moldova
<b>Other required resources:</b>	Development partners
<b>Performance indicators (taking into account aspects of circularity, diversity and inclusion)</b>	The inclusion of the tourist objectives from the North-East of Romania in the interactive map within the site
<b>Hackathon? Yes/No</b>	Yes

## Action 2: Improved tourism information and heritage interpretation along the Route StGS

The field research undertaken in May and June 2022 in the StGS destination, showed that the interpretation and promotion of the tourism objectives included in the route should be improved. There are disparities in terms of tourism signposting, tourism interpretation and information systems existing on the spot. The tourism experience should be enhanced by a combination of both physical and digital communication instruments, harmonically combined to respond to the requirements of different target groups, taking in consideration the specific needs related to age and accessibility<sup>7</sup>. The design and layout of the information systems should be in line with the requirements of circular principles, in terms of materials, construction techniques but as well in the messages formulated for the visitors. The integration of the route to the European network of cultural routes could be facilitated by a multi-lingual (at least bi-lingual) information, and with references in the digital displays related to the distance to the main European cultural routes nearby. The action is sustained by the strategic actions from PRACT Nord-Est and regional tourism strategies. More than that, the layout for the physical displays is assured by the Moldova Investment Agency, that has proposed the format and the structure for the information. As a time frame, we are estimating a 2-year implementation period, with the support of stakeholders from Romania and Republic of Moldova.

### Sub-action 2.1: Know the history, know yourself. Pilot Tourism Information Centre, with nZEB standards, fully digitised

#### Objective 2.1.

Improved information services and information infrastructure for the visitors of the Route StGS Romania-Moldova, by building a pilot Tourism Information Centre (TIC) in Botosani, as a near-zero-energy building (nZeb standard), with a surface of 100 square metres, fully digitised, within a timeframe of 12 months.

Additional benefits:

- preserving the intangible spirit of the mediaeval era through digital and interactive methods that make full use of renewable energy and the circular economy;

<sup>7</sup> Here is relevant the research note from 2020, written by Zillinger M (Lund University, Sweden), “Hybrid tourist information search German tourists combination of digital and analogue information channels” (Tourism and Hospitality Research, 2020, vol. 20 (4), pp. 510-515, that is pointing out that “the tourism research is indication the importance of analogue and digital information sources in parallel”.

- testing the use of nature-friendly construction materials and building a new sustainable building;
- promoting a touristic important areal that will lead to the growth of the local economy that is deeply in need;
- support for the tourism SMEs from the city centre of Botosani, that has an impetuous need of financial infusion;
- Integration of the vulnerable Roma community that lives in the city centre.

#### **Sub-action description:**

The innovative element of the project consists in the construction of an nZEB fully digitised tourist centre, green construction according to Regulation (EU) 2020/852 on taxonomy, equipped with digital screens and hologram, with the option to access the information in both, Romanian and English, in order to assure the international promotion and the Europeanization of the cultural assets from the cultural route.

Tourists and groups of children will be guided by its promotion through a digital totem placed at the Saint Nicolae Monastery of Popauti, part of The Route of Stephan the Great and Saint, North-East Romania – Moldova cross-border area centre will also be promoted online through a web page dedicated to this action, which will have access both options, Romanian and English. It is proposed to preserve the intangible spirit of the mediaeval era through digital and interactive methods that use renewable energy.

The connection with the circular economy will be given by the solutions that will be implemented: promoting the touristic centre through a digital totem that will be placed at the Saint Nicolae Monastery Popauti. using the site already known to redirect tourists, and a website dedicated to this new nZEB TIC. These activities do not require energy consumption and contribute to the circular tourism development. Moreover, containers for selective recycling will be placed near the tourist information centre.

#### **Sub-action activities:**

1. TIC project development
2. Establishing the interpretation concept
3. Detailed inventory of digitalization resources (informational, technical)
4. Project for digital totem
5. implementation of construction works
6. Data collection and data base conception for the tourism spots that will be promoted

7. Promotion and integration of the TIC in the route information network
8. Official launch and pilot testing

<b>When:</b> start date and end date:	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	Spiritual Travel Experience
<b>Identified local challenge(s):</b>	Reduced attractiveness of some cultural objectives included in the Route StGS, due a lack of information or due out-dated promotion messages and tools.  Lack of interactive interpretation infrastructure.
<b>Cultural heritage asset(s)</b>	Saint Nicolae Monastery of Popauti, part of The Route of Stephan the Great and Saint, North-East Romania – Moldova cross-border area.
<b>Target group(s):</b>	Tourists and groups of children will be guided by its promotion through a digital totem placed at the Saint Nicolae Monastery of Popauti, part of The Route of Stephan the Great and Saint, North-East Romania – Moldova cross-border area.  The centre will also be promoted online through a web page dedicated to this action, which will have access to both options, Romanian and English. It is proposed to preserve the intangible spirit of the mediaeval era through digital and interactive methods that use renewable energy.
<b>Responsible stakeholder(s):</b>	Botosani Local Authority
<b>Collaborator(s):</b>	Local tourism ecosystem  Project team: Manager, European Legislation, Local tourism development / manager, Chief Architect of the Botosani City Hall, Architect, Eu project management, Manager
<b>Raw budget estimation:</b>	150000 EUR
<b>Funding source (European, National, local funds):</b>	Local budget

	PNRR funding (PNRR/2022/C5/2/B.2.1/1)
<b>Other resources needed:</b>	Human resources specialised in nZeb constructions. Equipment for the digital promotion solutions. Tourism experts specialised in cultural heritage interpretation.
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Number of tourists that have visited the TIC; Number of tourists that have accessed the web site of the TIC;
<b>Hackathon?</b> Yes or no	Candidate, not selected.

### Sub-action 2.2: Inclusion of the objectives from North-East Romania in the interactive map

<b>When:</b> start date and end date	September 2022 - December 2023
<b>Be.CULTOUR innovation areas:</b>	Circularity, Human-centred approach, Europeanization
<b>Identified local challenge (s):</b>	Certification of destinations, Insufficient media coverage of objectives and promotion of tourism products
<b>The objective / objectives of cultural heritage:</b>	The patrimony objectives from the North-East area of Romania
<b>Target group:</b>	Travel agencies, tour operators, associations / organisations for tourism promotion, public authorities
<b>Responsible Stakeholders:</b>	“Moldova Moldova” Investment Agency, Central Authorities of the Republic of Moldova and Romania,



	Local Public Authorities, NGOs, Tourism Promotion Associations
<b>Collaborators:</b>	Investment Agency team
<b>Gross budget estimate:</b>	30 thousand euros per project  (30% of the amount will be taken over by the Investment Agency)
<b>Sources of funding (European, national, local)</b>	European Union Project Be.CULTOUR, State Budget of the Republic of Moldova
<b>Other required resources:</b>	Development partners
<b>Performance indicators (taking into account aspects of circularity, diversity and inclusion)</b>	The inclusion of the tourist objectives from the North-East of Romania in the interactive map within the site
<b>Hackathon? Yes/No</b>	Yes

## Action 3. Upcycling the existing natural and anthropic resources for creation of new tourism products and experiences

Tourism industry is a resource-intensive-consumer sector. As well, the footprint of tourism on the environment is significant, not only due to the tourists movement, but also due to the impact that tourism infrastructure (accommodation, transportation a.o) has on nature and local authentic culture. We should focus in the future to identify modalities for the re-use of the resources, to prolong the life-cycle of the raw resources and materials in tourism services, to shorten the path from the producer-to end consumer. In the co-generation process implemented in LWS1, LWS2 and LWS3, these topics were discussed, in search for future business models that will fulfil these goals. The present action 3, is responding to the strategic direction “How can European cities and regions relaunch and implement sustainable tourism based on CH attractiveness? How to make full use of the geographical diversity economies, green innovation, and actions taken towards a green new deal?” (ESPON, 2020)<sup>8</sup>. For the moment only 1 sub-action was detailed and developed, but some other ideas were discussed and will be added to the strategic action plan of NERDA region.

### Sub-action 3.1. REVE Heritage. Network of heritage centres for interpretation of material and immaterial patrimony.

#### Objective 3.1.

The project will contribute directly to the preservation of the cultural landscape, part of the tourism product, through at least 4 workshops organised yearly, starting with 2023, using the support infrastructure that will be built in at least one village of the route StGS, using recycled wood. The REVE project will increase the understanding of the local communities and visitors regarding the build landscape of PHS.

#### Sub-action description

The visitors will relate to the cultural heritage values, with the support of a network of interpretation centres, built in respect with nature and the principles of circular tourism. The REVE Heritage centres will serve as workshop and training centres in heritage, offering the chance to the tourists to “test” and “exercise” the old construction techniques, associated with vernacular architecture from the rural communities situated along the cultural route StGS.

<sup>8</sup> ESPON 2020. Synergetic relations between Cultural Heritage and Tourism as driver for territorial development: EPON evidence, October 2020.

With the support of storytelling and with members of rural communities, they will discover the handicrafts and will reconnect with nature and heritage. The action is related to the Putna Monastery in principle, where a Heritage Interpretation Centre was initiated with the support of the local community. Within a 2-year-timeframe, another centre will be functional in Cacica and in Bilca. The circular principles are respected, all the buildings being made from recuperated / upcycled wood, old houses being relocated and refunctioned to serve the heritage centres. The Reve Heritage will respect the diversity in terms of gender and age, will involve elderly workers, specialists in traditional construction techniques. They will be mentors for the tourists. As well, the centres will host and accommodate tourists that will act as volunteers and will be involved in current work.

The principles and main values of REVE Heritage are: re-circulation, re-location, re-invention, re-discovering, re-connection. We would like to engage resources for recirculation of the old traditional houses that, through re-location will become new valuable assets for the community. The wood is recirculated and reintroduced in the consumption flow. The locals will rediscover the value of the wooden houses, and the community will re-learn to respect the traditional and vernacular heritage. (1) Circular Economy Aspects: REVE will reinclude in circulations stories, houses, traditions. From Circular economy point of view, the REVE activities will reuse the old buildings and old materials; (2) Human-centred, fair and responsible tourism aspects: all the activities will involved the local communities, that will become co-authors of the activities (tours, workshops a.o.); the workshops will educate the members of the local communities in old and forgotten construction techniques; the resources and materials will be nature-friendly, non-polluting (clay, stroh, local food a.o.); (3) Cultural Europeanisation: the vernacular cultural heritage is part of the European culture; the best-practices can be extrapolated to other EU areas

Link to cultural Europeanisation will be assured by the involvement of international volu-tourists and volunteers, and through the international dissemination of the workshops and activities that will be organised in the REVE centres.

The actions is related with the European Heritage Strategy for the 21st Century 2017 (Council of Europe), the New European Agenda for Culture 2018, the European Framework for Action on Cultural Heritage 2019 (European Commission), European Union Urban Agenda: cluster Culture and Cultural Heritage (orientation paper), Territorial Agenda 2030, PRACT Nord-Est 2021-2027.

#### **Sub-action activities.**

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1. Guidelines for building with recuperated wood
2. Scaling the plans for heritage centres
3. Construction works for extension of the centre in Putna (with the support of volunteers)
4. Handicrafts catalogue and mapping of human resources (trainers & mentors)
5. Catalogue with programs and tourism offers
6. Training of local guides in heritage interpretation (members of local community)
7. Seminars in circular tourism and circular economy for different target groups for the community.

<b>When:</b> start date and end date:	2023-2025
<b>Be.CULTOUR innovation area(s):</b>	(1) Rural co-living: the tourists will share their space with a rural community selected for activities; (2) Sensorial Heritage Experience: the village and rural life will be experienced and interpreted with the support of the tourism guides; (3) Contemporary Meanings of Heritage: the archaic handicrafts is reinterpreted; (4) Spiritual Training experience and Nature as Heritage will be tackled in the tours and packages what will be developed;
<b>Identified local challenge(s):</b>	The business will contribute to the rescue and recirculation of traditional houses that are in present intensively demolished and destroyed, in a large number of villages.
<b>Cultural heritage asset(s):</b>	Vernacular architecture of the villages along the route StGS; Cultural landscape of the rural communities.
<b>Target group(s):</b>	<p>Voluntourists (volunteer-tourists) Member of communities; Handcrafters;</p> <p>The role of the tourists will be changed from a CONSUMER-USER to a VALUE-PRODUCER. The tourists will contribute to cultural activities, will interact with the community. The business has as well a strong social support side, the people involved as lectures for the handicrafts workshops, are elderly people. Similar, the interpretation activities will be developed with the support of young people, that will act as community supporters, story tellers. The gastronomy workshops will promote local food, local consumption, in respect to a wise use all resources. The upcycling of old houses will</p>

	lead to the reduction of new wood and new resources, with deep impact on the entire production chain.
<b>Responsible stakeholder(s):</b>	iaBucovina Association ADER Association Association for Local Development Punta
<b>Collaborator(s):</b>	Local communities City Hall Putna
<b>Raw budget estimation:</b>	50.000 EUR
<b>Funding source (European, National, local funds):</b>	Leader Founding Crowdfunding
<b>Other resources needed:</b>	Experts in restauration  Experts in web site design for volunteer-tourism
<b>Indicator(s) for success (also considering circularity, diversity and inclusion):</b>	Number of participants to the trainings. Number of relocated houses Number of visitors to the heritage centres
<b>Hackathon? Yes or no</b>	Yes. Attended, but not selected

## Action 4: Bison Land Heritage. Creation of new tourism activities that will enhance the experience of nature in the destination. Holistic approach to natural and cultural heritage // Using the natural and cultural heritage to enhance the tourist experience

According to Plong, a tourism destination is a place worth visiting, as long as the tourists have the impression that they can do a lot of activities within the destination. The visitors should have the chance and the resources and pretext to “experience” the destination and to discover its beauty. An important asset of the Route StGS is the nature and its beauty. Extrapolating the goals of UNWT (<https://www.unwto.org/sustainable-development>) we could affirm that a “key element in tourism development should be connected with the optimal use of environmental resources” and with “essential ecological processes” for conservation of natural heritage and biodiversity. One of the most important sub-action is connected to the natural parc Vanatori-Neamt and with the activities that could be an example about how the interaction people-destination could be developed.

The Action “Enhanced Nature Experience” will make optimal use of environmental resources, embedded with the socio-cultural authenticity of host communities, with conservation of the built and living cultural heritage and will contribute to the income sources and social benefits to all community members. The action “Digital Nomads” will develop a new target group of visitors, that could contribute as well to destination visibility but as well, could increase the quality of tourism experience within the destination.

All the resources used will be nature-friendly and will be procured according to the principles of circular tourism. The length of the implementation of the activities-package will be about 24 months, and are part of the plan of accreditation of the park as a Green Destination ([www.greendestination.org](http://www.greendestination.org)), but as well, is subordinated to the strategy of Neamt County and to the PRACT Neamt. The Europeanisation will be assured by the exchange of good practices with other important destinations, part of GreenDestination Network.

### Sub-action 4.1: The Bison’s Land Heritage //

#### Objective 4.1.:

Creation of a unique package of slow experiences that will permit the consumers to

have a high quality stay, through a diversity of activities that will be developed until ready-to-use solutions in a timeframe of 20 months. This solution will allow surrounding communities to interact more with the area's natural, cultural and spiritual heritage, obtain benefits from their proper valorization and thus contribute to the area's sustainable development. The specific characteristics of our area allow us to integrate in our proposal the common approach of natural, cultural and spiritual features. This will generate a win-win situation regarding nature protection, communities' wellbeing and spiritual aspects.

#### **Sub-action description:**

The Bison's Land Heritage will cover the territory of Vanatori Neamt nature reserve, which, according to the co-creation process will be included in the thematic trail StGS. The list of activities described in this action are already planned by park management, and the goal is to enhance tourists' experience and to increase the length of the stays in the destination.

The solution's main aim is to offer a unique experience for the Bison Land's tourists, trying to combine in a holistic way certain natural, cultural and spiritual features of the area. Bison Land consists of Vânători-Neamț Nature Park (NP VN) and the surrounding areas.

Due to the great number of monasteries and monastic settlements, the area is known as the "Romanian Athos". The natural heritage is represented by huge forested areas, 3,000 species of plants and animals, including the large carnivores of the Carpathians and the iconic European bison, reintroduced 10 years ago.

Nowadays, tourists are mainly interested in monasteries, neglecting the natural heritage and traditional aspects of the area. This can be transformed into a huge opportunity, which will allow enhancing the local identity, the wellbeing of the communities, the local entrepreneurs and will help protect the species and ecosystems.

Considering the spiritual interest of the tourists, they will be encouraged to spend their spare time connecting to nature, creating new trails or networking, taking part in events and experiencing serenity, peace of mind and heart. Small infrastructures such as "forest bathing", rest benches, panels displaying a proper presentation of nature attractions as a timeless witness of history and as God's creation. In addition to what we mentioned above, the local rangers will provide guided tours for wild fauna observing, especially for tracking or watching the bison. Treasure hunt experiences will be launched by using a mobile app., which allows visitors to discover the Bison Land area by themselves.

Culinary events, based on local traditional recipes and products, will be organised emphasising the natural settings or the human heritage. The events will include workshops

with folk craftsmen, selling exhibitions of local products, and various artistic moments with local performers.

This modern holistic approach will attract more people in our area and on the Route of the Ruler Stephen the Great, helping to achieve common progress and further development. Last but not least, due to the changed behaviour of the tourists, spending more time in the area, using local products and services will enhance not only the local businesses, but it will also have a great contribution to the preservation of the cultural, spiritual and natural heritage of the area. Emphasising the traditional values, the cultural and spiritual aspects of nature represent the necessary steps in the attempt to provide a sustainable development of the area.

Highlighting the passion and talent of the members of the community will promote them and help them raise their income thanks to their favourite activities (crafts, handmade products, traditional dances and gastronomy).

Promoting the local culture will raise the local pride and authenticity of the community, triggering the need to pass on these values and make good use of them. We must keep in mind that everyday worries can lead, over time, to the risk of losing the precious local values that give colour and charm.

The promoted events will have a low impact on the environment. Local products, materials, ingredients will be used, with a low emission of CO<sub>2</sub>. Also, we will promote reusable materials, and at the same time will avoid plastics and potentially harming materials. For example, we will use our own cups and cutlery.

The proposal allows the reduction of tourism pressure in crowded areas, engaging certain benefits regarding waste reduction. Walking the trails accompanied by a local guide will ensure the environmental education necessary for habitat and species preservation.

The main idea around which the project revolves is to prepare locals to take on some of the positions in the organising team and to be paid for these activities. Also this would be a way to raise not only their income, but also their motivation. The local agriculture is a subsistence one, using traditional methods, oriented to provide products at local level.

For this reason, gastronomic events, using only local products, are an example of a circular economy. The resources are managed in an environmentally friendly way, the products are made by using sustainable methods and materials, where no packaging is involved, with a minimum organic waste. In case of trails and dedicated small infrastructure, local raw materials such as stone, gravel or wood that are found in the proximity will be used. Walking, biking or treasure hunting involve a minimum use of raw materials. Having an event calendar that will promote the low season activities will make it easier for the tourists to plan their visits in the



area.

#### Sub-action activities:

All the events will be included, promoted through a calendar of events, with an unique identity. As well, a long list of activities are discussed in order to prolong the stay of destinations and to assure a slow experience in the destination:

- Identification of the locations
- Developing walking and cycling trails and other elements relevant for the infrastructure
- Developing a treasure hunt through a mobile app
- Promoting the local culture and products
- Albergo Diffuso concept implementation in the surrounding villages (rehabilitation of some traditional houses in order to arrange authentic accommodation structures)
- Creating an event calendar
- Encouraging local producers and small manufacturers to learn using specialised platforms to sell their products

<b>When:</b> start date and end date:	2023-2026 (24-36 months)
<b>Be.CULTOUR innovation area(s):</b>	<p>The innovation areas that our solution addresses are the “Sensorial Heritage Experience” (food, music, dance, crafts), “Spiritual Travel experience” (walking and cycling in a spiritual area, with a lot of monastic tourist attractions, benefiting by a proper guiding), “Nature As Heritage” (forests, wild fauna, the landscapes as an effect of interaction between traditional communities and nature etc).</p> <p>The cooperation at the local level and the involvement of different categories of stakeholders, based on the experience of the team’s members regarding the cooperation with the community, will allow to successfully intermingle the 3 innovation areas, also as an innovative approach.</p>
<b>Identified local challenge(s):</b>	Due to the actual orientation of tourists the natural heritage and local traditions are underused. In particular,

	<p>the presence of European bison (in captivity, in semi-freedom and in wilderness) is not capitalised at its true value, taking into consideration that an European bison hunting is related to the founding of the mediaeval state of Moldavia. Our proposal will facilitate the reduction of tourism pressure on the crowded areas, with certain benefits regarding the reduction of wastes. Travelling by foot or bike riding and using local products will decrease the overall pollution.</p> <p>Current problems, for this area but for others in the cross-border destination are:</p> <ul style="list-style-type: none"> <li>• Mass tourism, seasonality, religious tourism with short stays; Depopulation of rural areas</li> <li>• Loss of authenticity</li> <li>• Short-stay accommodation in the target area</li> <li>• (Reducing) the pressure of over tourism in nearby areas</li> <li>• Poor offer of tourist activities in the area</li> <li>• Poor data collection regarding the tourist profile</li> <li>• Endangered species and ecosystems.</li> <li>• We will focus our activities in a mainly rural area. Through our solution, we will promote cooperation and encourage creating added value, by highlighting the unique traits of the locals, who will learn that it is always better to cooperate. This will also improve the social life of the community.</li> </ul>
<b>Cultural heritage asset(s):</b>	<ul style="list-style-type: none"> <li>• The Bison Land, Vânători Neamț and surrounding villages (Agapia, Filioara, Crăcăoani, Ghindăoani, and Bălățești)</li> <li>• The monasteries from Neamț County</li> <li>• Neamț Fortress</li> <li>• Intangible heritage assets: folklore, crafts, local gastronomy.</li> </ul>
<b>Target group(s):</b>	<p>Bison Land is focused on preserving the local authenticity, biodiversity, to provide the wellbeing of the local community;</p> <p>Tourists of all ages.</p>

<b>Responsible stakeholder(s):</b>	Bison Land Ecotourism Association Vanatori Neamt Park Administration Rangers and administrators of tourism objectives
<b>Collaborator(s):</b>	Local authorities from the aimed territory Tourism SMEs and tourism organisations Local producers
<b>Raw budget estimation:</b>	200.000 EUR
<b>Funding source (European, National, local funds):</b>	RAF National sponsors
<b>Other resources needed:</b>	IT specialists Interpretation specialists
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	Length and number of interpretation trails Number of visitors Length of stay Number of events Application treasure – hunt defined
<b>Hackathon? Yes or no</b>	Yes. Candidate.

## Sub-action 4.2: Digital Nomads Platform

**Objective 4.2.** To strengthen the region as a remote working destination for highly skilled people - digital nomads, by a specifically curated experience with local tourism actors, focused on a transformative & spiritual travel experience, unlike mass-market solutions that are easier to outsource.

Local communities will highly benefit from highly skilled and well paid people joining them for a 6 month period.

### Sub-action description:

The visitors will be part of the community in a sustainable way for at least 6 months, filling a skill gap for SMEs within the region. All the experience will be supported by a digital platform, that will act as an attraction (for people looking for a remote destination), a guide (for orienting in-person experiences) and as a marketing tool for the region (collecting feedback and attracting other remote working visitors - digital nomads) from their organisations.

The experiences will be designed as sustainable as possible, with one of the personas being the green hero. By focusing on longer stays the solution will help reduce carbon footprint from airplane / car travel for digital nomads, since most platforms encourage spending a week or two in the same destination. We will include a carbon calculator in the platform counting the savings for the period spent in the region.

The Digital Nomads platform - Hero's Journeys in North East Romania is based on the common template of stories that involve a hero who goes on an adventure, is victorious in a decisive crisis, and comes home changed or transformed. In the highly volatile today's work environment, the team aims to develop a one-stop-shop solution for highly skilled digital workers (individuals and their families), to choose the region as a work - live - explore destination for up to 6 months.

The platform will explore each individual's unique needs and skill set through a hero lens that will match their profile with a recommended journey as a digital recipe (from local accommodation to tourism experiences to freelance local jobs). Each journey will be connected to history bits from the Stephanian route.

### Sub-action activities:

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The digital nomads access an authentic experience co-created by local actors and carefully curated in our Digital Nomad platform.

The project is unique due to the gamifying the user's experience, facilitating early immersion in the region by taking over roles (personas) from the local heritage, while offering a complete work-in/live-in package.

The solution can be easily scaled and adapted to other regions, adapting the characters to local history.

<b>When:</b> start date and end date:	2022-2024
<b>Be.CULTOUR innovation area(s):</b>	Spiritual Travel experience; Transformative travel; Remote Working Destination
<b>Identified local challenge(s):</b>	Lack of services of experiences interesting for new target groups (in this case the digital nomads)
<b>Cultural heritage asset(s):</b>	All the objectives of the route
<b>Target group(s):</b>	Your employees for urban areas, millennials, DINK (double income no kids), empty nesters
<b>Responsible stakeholder(s):</b>	The company in charge with IT solution Travel agency that will develop the digital platform
<b>Collaborator(s):</b>	Small tour operators Other accommodation units Local authorities
<b>Raw budget estimation:</b>	50.000
<b>Funding source (European, National, local funds):</b>	PNRR, Creative EUROPE

<b>Other resources needed:</b>	NA
<b>Indicator(s) for success</b> (also considering circularity, diversity and inclusion):	<p>Number of visitors</p> <p>Number of program registered beneficiaries</p>



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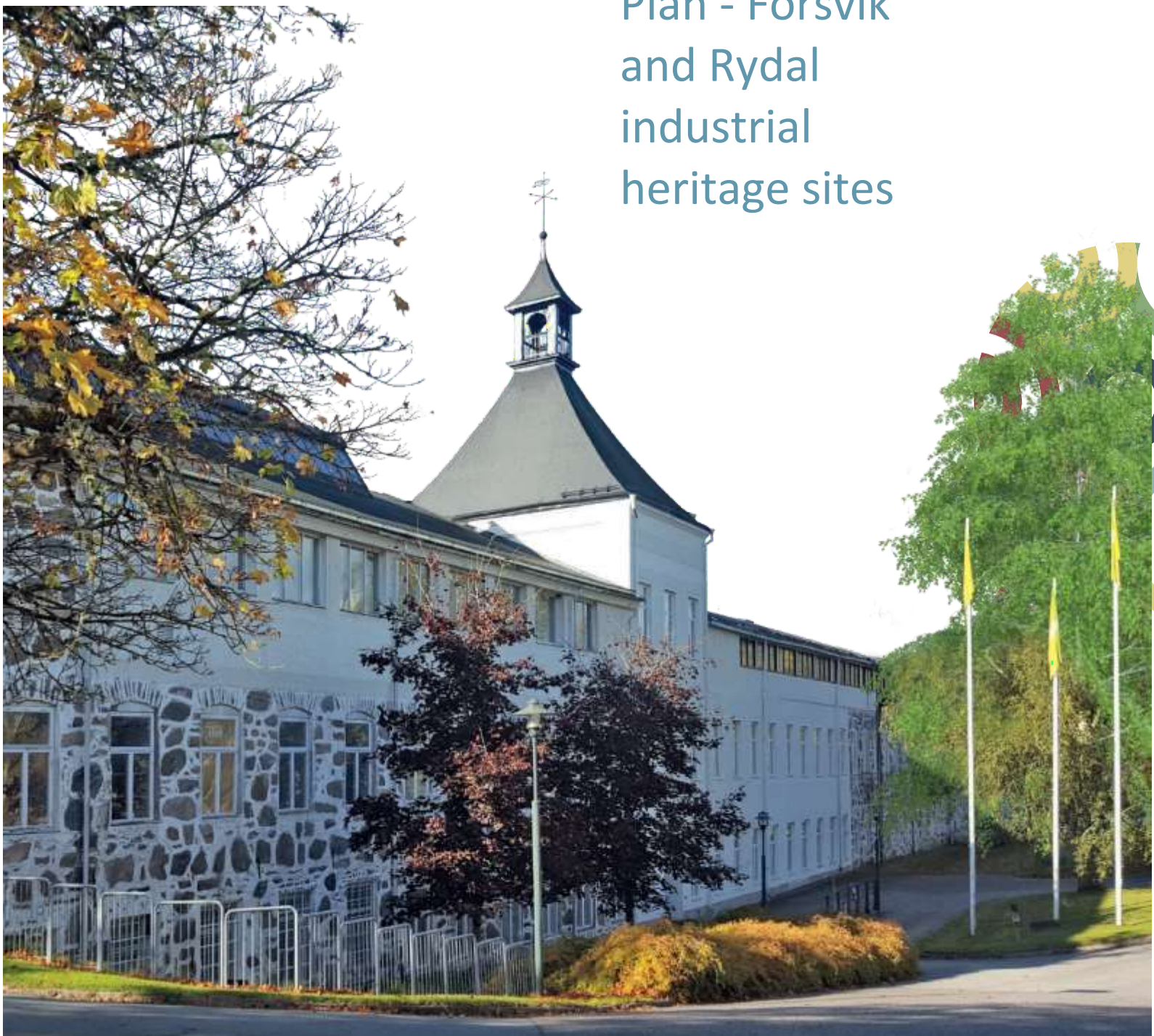






# Västra Götaland, Sweden

## Local Action Plan - Forsvik and Rydal industrial heritage sites



## PREFACE

Cultural heritage sites are fascinating and attract many tourists annually. But cultural heritage sites also need to be maintained and it leads to huge costs. Especially when it comes to historic industrial heritage sites with many buildings or contaminated land the costs for maintaining and developing the site can be huge. Many cultural heritage sites have a potential to be attractive for companies to operate in. Particularly companies with a focus on tourism, but also other types of companies which see the cultural-historical values as an integrated part of their companies identities.

But cultural heritage sites are not simply tourist sites but also someone's habitat and should be a good place to live all year round.

In BeCULTOUR, Region Västra Götaland in cooperation with Karlsborg and Mark Municipality and Innovatum Incubator have worked with two industrial heritage sites, Rydal in Mark municipality and Forsvik in Karlsborg municipality. Both places have a great heritage value and attract many visitors, but they also have challenges as local communities and development strategies beyond tourism are needed.

During the winter and spring of 2021-2022, we have arranged three workshops at each site where local stakeholders together established a long-term development plan.

The goals and activities developed for each site are well rooted in existing regional, sub-regional and municipal strategies and there are good chances for the sites to receive support in their future work. The intentions of BeCULTOUR are also well rooted in the Regional Tourism Strategy - stepping up sustainability, which has four overarching goals:

- *As little unnecessary environmental impact as possible*
- *Good for both residents and visitors*
- *More visitors when and where sites are not full*
- *More full-time jobs and more resilient businesses*

The action plans for Forsvik and Rydal are the beginning of a long-term development undertaking that will result in new working methods and collaborations, but also new projects and investments that will strengthen a sustainable development of the sites.

*Gothenburg 8<sup>th</sup> of July 2022*  
*Björn Ohlén*  
*project manager*  
*Region Västra Götaland*




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## What makes us unique? Introduction and context.

### Pilot Heritage Site – short characteristic



Västra Götaland is the largest region in Sweden with 1 million inhabitants. Half the population lives in the Gothenburg region in the western part of the region. Part of the region has a low population density compared to many other parts of Europe. Västra Götaland consists of 49 autonomous municipalities with responsibility for, among other things, all physical planning within their municipality. The municipalities are organised into four sub-regions where they collaborate on common development issues. Region Västra Götaland works closely with the municipalities, especially through the four sub-regions. A good life no matter where you live in Västra Götaland is the vision for all regional development.

Västra Götaland is a strong industrial region with a high level of innovation and solid companies. Tourism sector is only 2.5% of GNP today but is growing rapidly. Gothenburg and the coastal area in Bohuslän have the largest number of tourists, even over-tourism, but nature and cultural tourism is also growing rapidly in other parts of the region as well. The tourism season is short and focused on June-August. The industrial identity of Västra Götaland is noticeable in all the well-preserved industrial heritage sites around the region. Two of these are Rydal and Forsvik.

Forsvik and Rydal are two of the most treasured industrial sites in Sweden with important heritage values. Forsvik is an old Mill Town and one of the first industrial places in Sweden. A sawmill, an iron mill and an important mechanic workshop have functioned here since the 15th century but today all production is closed. Forsvik is a village in Karlsborg municipality with 320 inhabitants, but the population grows in the summer when many people move to their summer houses and Forsvik attracts many tourists. In Forsvik there is a hostel, a small hotel, a summer café and a restaurant. Besides the industrial museum which is managed by the regional heritage administration, the Göta Canal is a great tourism attraction.

Rydal is a small village in the municipality of Mark with 430 inhabitants. Rydal has grown around a spinning mill established in 1853 by the textile baron Sven Erikson. He was a key person in the textile industry that dominates this part of the region.

The Museum started 1985 by the Municipality of Mark and the spinning mill was declared a historical monument in 1991. Besides the museum there is a restaurant in the old manor house.

## Tangible and intangible cultural heritage - including visitor hot-spots

In both Rydal and Forsvik, everyone agrees that the old industrial buildings are the most important cultural heritage, of which the most important parts of the sites are the old factories.

In Rydal, the spinning buildings and the manor make the entire destination, but in Forsvik it is the canal with the lock that is an equally important cultural heritage. In both places there are museums that also serve as tourist offices. In Rydal the museum is open all year round while Forsvik is only open during the summer.

In both sites people feel a huge pride in the industrial environment and the places history and the stories of old times when the mill was in operation is constantly repeated in exhibitions, brochures and in digital channels. The stories tell the technical history and everyday life at the mill.

The stories are part of a larger story about how Sweden went from being one of Europe's poorest countries to one of the richest in less than 100 years. There are fewer stories about Forsviks and Rydals roles today and in the future. There is therefore a need for a new narrative that describes the places' identity today and tomorrow and that is not just based on something from the past. If one does not find that story, the sites risk being stuck in their own historical narratives and becoming just a museum.

## Existing development strategies and identified gaps

Region Västra Götaland has recently developed a new Regional Development Strategy 2021-2030. It has a strong focus on circular economy and transition to a sustainable society. Part of the strategy is also Västra Götalands Smart Specialisation Strategy (3S) and in it they have identified sustainable tourism industry and creative industries as strategic areas of development.

Culture and heritage have had a strong position in regional policy since the region was formed in 1999 and culture is an integral part of regional development. The Regional Cultural Strategy 2020-2023 is currently being revised. One of the prioritised areas is creative industries. Region Västra Götaland also has a regional tourism strategy - Stepping up sustainability, which also has a strong focus on sustainability. The strategy has four long-term goals:

- *As little unnecessary environmental impact as possible*  
*Tourism always involves an impact on the environment. Transport to and from the destination, and activities and consumption when there lead to CO2 emissions. In*

*addition, the visit can have a damaging impact on the environment at the destination*

- *Good for both residents and visitors*

*Attractive places to live are often also attractive places to visit. Visitors arriving from elsewhere are nearly always a prerequisite for locations to be able to offer a wide choice of restaurants, shops and other services.*

- *More visitors when and where sites are not full*

*The occupancy rate of accommodation in West Sweden shows that most of the year most places can accommodate more visitors.*

- *More full-time jobs and more resilient businesses*

*The tourism and hospitality industry are probably the sector hit hardest by the pandemic. This demonstrates the need to build more economically viable businesses that are better equipped for the future.*

Within the Interreg project CHRISTA, Region Västra Götaland developed an action plan for how we would strengthen the industrial heritage tourism in the region. The plan focuses on the role of civil society and the sites and museums run by non-profit organisations. Based on this, a regional cultural heritage tourism group was formed within Prisma Västra Götaland.

The sub-regions also produce strategic plans for their areas and these work as a link between the regional strategies and the municipal one.

## How can cultural heritage innovations bring us to circular cultural tourism? Local co-creation process.

### Mapping of inclusive and diverse stakeholder ecosystem

The local action plans for Forsvik and Rydal have been developed through cooperation between many different parties. Both associations, companies and public authorities have been part of the process on equal terms. We have not succeeded in connecting the academy, but this is explained by the fact that neither Rydal nor Forsvik have those contacts themselves and that there is no university or college in the municipalities.

There are no specific minority groups living or working in either Forsvik or Rydal but during the process we have done everything in our power to involve a wide diversity of representatives.

The workshops have taken place both during the day and in the evening so that as many people as possible will have the opportunity to participate.

Some activities in the action plans need support from the subregion or region in order to be implemented and these regional stakeholders are identified during the process.

### Mapping of recognized and hidden assets

In both Forsvik and Rydal, it has been identified that the natural environment is a major asset that is not utilised to a sufficient extent by the current site. The different stakeholders have a pretty good overview of other players and hot spots in the area, but these are not marketed in any collective way.

In both sites, the heritage buildings have been seen as having potential to attract new companies in cultural industries to the place. You have large premises that can be for rent to entrepreneurs who can make the place more robust and lively all year round.

Both Forsvik and Rydal have several stakeholders in the cultural field with a great potential to develop and make the site attractive, but the cluster needs to be strengthened and become larger. A stronger cluster of cultural actors is also a prerequisite for being able to operate throughout the year, which is one of the long-term goals.

## Mapping of specific heritage and cultural tourism-related challenges

This Local Action Plan is built on an SWOT analysis of obstacles and challenges. Similar obstacles and challenges have been identified in both Forsvik and Rydal.

- *Short tourism season.*

*The tourism season lasts only for four months and the period with many visitors is even shorter (6-8 weeks in July and August). Visitors also come during spring and autumn, but they are too few to be able to keep accommodations and sites open.*

- *Stagnation and demographic challenges*

*The population in Forsvik is slowly declining and the age of the inhabitants is increasing. In Rydal the population is slowly increasing.*

- *Lack of housing for permanent and temporary visitors*

*In both Forsvik and Rydal, there is a shortage of housing, which makes it difficult to attract new settlers. In Rydal in particular, there is also a shortage of guest housing, which means that visitors cannot stay overnight.*

- *Too few companies*

*In both sites it is desired that more companies are established in the locality to create a more vibrant environment that is not simply dependent on tourists. They want to attract companies in culture, creativity, circular economy and crafts.*

- *Poor public transportation.*

*Public transportation in rural areas is considered feeble. Since the territory is sparsely populated and distances are relatively large, public transport is overall limited and commuting possibilities are reduced.*

- *Lack of collaboration*

*It has been identified that cooperation on the spot needs to be strengthened and that some form of organisation needs to be formed to drive the development work and implement the activities in the action plan.*

## Involvement of the community in Actions

The activities in the plan are developed by the local community and they also see their role in the implementation of the activities. For each activity, it has been identified who should be the principal responsible and who should work together to carry out the activity. The municipality, associations and companies collaborate on most activities and few of the activities affect the regional level.

## Meaning and value of local cultural heritage Actions for European history and culture

The heritage of industrial society is a common European heritage where innovations, materials, machines, know-how and especially people have migrated across national borders. The story of how this led to an economic development, ecological destruction and major social changes is a common story for all of Europe. In some parts of Europe, industrialism is a past era, while others are in the process of being industrialised. In Sweden as well as many of the countries that were industrialised early, both the physical industrial settings and the narrative about them and the industrial heritage is transformed into cultural centres and places to visit.

In that way they constitute a new function in society where the destinations continues to contribute to local and regional development.

Transformation requires that conservation and development take place in an integrated manner and a predominant conservation perspective can hinder development and thereby also jeopardise the long-term financing and preservation of the cultural environment. In the action plans for Forsvik and Rydal, we have used the cultural heritage as a starting point and a resource for the development of the site and prioritised activities that, with the help of the cultural heritage's values, create a long-term and sustainable development. Such an integrated approach presupposes that you work on a site-based basis. It is more difficult when conservation issues are handled at a state level in isolation from other decisions. Perhaps the approach we have tried to use within BeCULTOUR can be an inspiration for other regions that want to strengthen sites beyond heritage and cultural tourism.

Our experience from the CHRISTA project is that it is difficult to attract visitors to well-preserved purely industrial-historical places to visit, but that industrial-historical environments under transformation have a great attraction.

## Discovering the “beyond” in circular cultural tourism

Traditional tourism industry puts tourism and its economy at the centre and a good tourist development with many visitors becomes an intrinsic value. When working with place development, you instead put the place's needs in the centre and tourism can be a tool to strengthen a place's development - but it is not a goal itself. In this action plan, we have worked from a site development perspective and based on the needs of the local community. The activities in the action plan aim to create a good site for those who live in Forsvik and Rydal and attract new inhabitants and new companies.

## Why will our Action Plan be sustainable?

### Monitoring and evaluation.

The action plans in Forsvik and Rydal have been developed by the community on the sites in collaboration with the municipality and regional actors. The process has been taken into consideration and has been based on previous plans and strategies and linked them into a long-term plan. The bottom-up perspective is the greatest strength and paves the way for continued long-term cooperation. The plans are also based on the tourism perspective being integrated into the rest of the local development so that tourism strengthens the local development and makes the place more attractive for year-round living - which is the overall goal.

The plans are also based on utilising existing resources and using them in a new and long-term sustainable way. Adaptive reuse is central to the action plan.

The activities are focused on reducing climate impact to the greatest possible extent. It includes public transportation, remediation of contaminated land and better utilisation of resources on site. The action plan will be followed up and revised annually and form the basis for the annual planning in the organisations involved.



## About the Action Plan:

We have structured the two local action plans for Forsvik and Rydal by sorting the subactions under five common goals/actions. The LAP has to be further developed by the local community during the autumn 2022. Almost all of the actions and subactions are on local level and the responsibility to develop them is on the municipality or the local community. The Regional Authorities will support them and facilitate the process. The financial parts of the LAP will be developed within the BeCULTOUR project.

## Action/Common goal 1: Culture and heritage experiences all year round

*Covid 19 was a game shifter when it came to tourism. When people could not travel abroad the Swedish people started to travel, hiking and biking in their home region. One of the challenges in Forsvik and Rydal is the short tourist season. To become a more sustainable village we need to develop new sustainable experiences in autumn, winter and spring. Both Forsvik and Rydal have great heritage assets that can attract visitors from the region all year around and we can see a growing interest also from other parts of Europe to visit Sweden in other seasons than summer. Tourism can create more jobs for marginalised groups but it needs to be all-year around and this is a goal in the regional tourism strategy.*

### Subactions Forsvik

#### 1.1 Develop new winter experiences (skiing, skating, ice fishing) in Forsvik

When: 2022- 2024

Innovation area: Nature as heritage, Identified challenge: Short tourism season

Cultural heritage asset(s): Nature, touristic infrastructure, interesting heritage

Target groups: Outdoor tourists from Northern Europe

Responsible stakeholder: Visit Karlsborg,

Collaborator: Local stakeholders and entrepreneurs, Industrial museum, Forsvik hostel

Raw budget estimation: To be completed

Funding Source (EU, National, local): Local

project/LEADER Other resources needed:

Indication of success: To be completed

Hackaton? No

#### 1.2 Offer heritage experiences for children and young people all year around

When: 2023-2025

Innovation area: Contemporary meanings of heritage

Identified challenge: Short tourism season

Cultural heritage asset(s): touristic infrastructure, interesting heritage, museum

Target groups: Families

Responsible stakeholder: Forsvik Intresseförening, Culture development administration

Collaborator: Karlsborgs Municipality, Visit Karlsborg

Raw budget estimation: To be completed Funding Source (EU, National, local): Local

Other resources needed

Indication of success: To be completed

Hackaton? No

### 1.3 Establish a Heritage Innovation Centre

When: 2023-2025

Innovation area: Contemporary heritage experience, industrial heritage experience

Identified challenge: Short tourism season, too few companies

Cultural heritage asset(s): Attractive heritage and empty houses

Target groups: To be completed

Responsible stakeholder: SMOFA, Forsviks kulturhantverksförening

Collaborator: Karlsborgs kommun, VGR, ABF, sub region Skaraborg

Raw budget estimation: To be completed

Funding Source (EU, National, local): EU, National, Local, Private

Other resources needed: Business model

Indication of success: To be completed

Hackaton: Yes

### 1.4 Create a more attractive and safe thoroughfare

When: 2024-

Innovation area: Rural co-living

Identified challenge: Lack of collaboration. Stagnation and demographic challenges

Cultural heritage asset(s): Attractive village

Target groups: Local community, visitors

Responsible stakeholder: Karlsborgs Municipality

Collaborator: Trafikverket, estate owners

Raw budget estimation: To be completed

Funding Source (EU, National, local): National, Local,

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 1.5 Access to the mill area and facilities all year around

When: 2024

Innovation area: Rural co-living; Industrial heritage experiences

Identified challenge: Short tourism season

Cultural heritage asset(s); Attractive heritage area

Target groups: Local community, visitors

Responsible stakeholder: Karlsborgs Municipality, Forsviks Intresseförening

Collaborator: Café ADA, Culture development Administration

Raw budget estimation: To be completed

Funding Source (EU, National, local)

Other resources needed: To be completed

Indication of success: Access to the mill area all year around 24-7

Hackaton: No

## Subactions Rydal

### 1.1 Establish public workshops

When: 2023-2025

Innovation area: Contemporary heritage experience, Industrial heritage experience

Identified challenge: Stagnation and demographic challenges

Cultural heritage asset(s): Attractive heritage buildings

Target groups: Artists, craft-companies, Visitors

Responsible stakeholder: Mark Estate Co, Mark Municipality

Collaborator: The Mansion restaurant, tenants in the mill

Raw budget estimation: To be completed

Funding Source (EU, National, local): Local/ LEADER

Other resources needed

Indication of success: To be completed

Hackaton: Yes

### 1.2 Develop the existing conference facility

When: 2023

Innovation area: Contemporary meaning of heritage

Identified challenge: Lack of cooperation, To few companies

Cultural heritage asset(s): Underused locations in the mill

Target groups: Local companies, conference guests

Responsible stakeholder: Mark Estate Co

Collaborator: Mark Municipality, The Mansion restaurant

Raw budget estimation: To be completed

Funding Source (EU, National, local)

Other resources needed: Better cooperation

Indication of success To be completed:

Hackaton: No

### 1.3 Develop unique nature heritage experiences

When: 2023

Innovation area: Nature as heritage

Identified challenge; to short tourism season, to few companies

Cultural heritage asset(s): Beautiful nature

Target groups: Visitors, local community, local companies

Responsible stakeholder: Mark civil defence organisation

Collaborator: Mark Municipality, The Mansion restaurant

Raw budget estimation: To be completed

Funding Source (EU, National, local)

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No (but applicants)



#### **1.4 Develop heritage and culture experiences along the river Viskan**

When: 2023

Innovation area: Contemporary meaning of heritage

Identified challenge: To short tourism season, Lack of collaboration

Cultural heritage asset(s): Beautiful historical landscape

Target groups: Local community, visitors,

Responsible stakeholder: The museum, The Mansion restaurant, the village community org

Collaborator: Mark Municipality, Rydal Boat Club

Raw budget estimation: To be completed

Funding Source (EU, National, local), Local/LEADER Other resources needed

Indication of success: To be completed

Hackaton: No

#### **1.5 Develop a common program on existing scenes and meeting spots**

When: 2023-24

Innovation area: Contemporary meaning of heritage

Identified challenge: Lack of cooperation, to short tourism season

Cultural heritage asset(s): Attractive heritage

Target groups: Local community, visitors

Responsible stakeholder: The Mansion restaurant, International weaving centre

Collaborator: The museum, Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local)

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

#### **1.6 Strengthened marketing**

When: 2022-

Innovation area: Contemporary meaning of heritage

Identified challenge: To short tourism season, Lack of cooperation

Cultural heritage asset(s):

Target groups: Visitors, local companies

Responsible stakeholder: Mark Municipality

Collaborator: Other stakeholders in Rydal

Raw budget estimation: To be completed

Funding Source (EU, National, local)

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## Action/common goal 2: More people choose to stay longer and settle down

*Neither Forsvik or Rydal suffers from depopulation but have a stagnation when it comes to population and the inhabitants are getting older so the demography is a slowly growing threat. There are people who want to settle down in F & R but there are very few houses for sale. This is an obstacle to the development of the villages. There is also a lack of accommodation for visitors and it is difficult to rent a home for a longer period. Since temporary visitors are potential future residents, we need to make it possible for people to stay overnight-rent-buy a home. Primarily through better use of existing houses but in the long run also by building new homes. This plan is supported by the region's strategy for a good life throughout Västra Götaland.*

### Subactions Forsvik

#### 2.1 Attract new inhabitants by interpretation campaign

When: 2023-24

Innovation area: Rural co-living

Identified challenge: Stagnation and demographic challenges

Cultural heritage asset(s): Attractive surroundings

Target groups: Local community, new inhabitants

Responsible stakeholder: Karlsborgs Municipality, Forsviks Intresseförening

Collaborator: Sub-region Skaraborg

Raw budget estimation: To be completed

Funding Source (EU, National, local) Local

Other resources needed

Indication of success: To be completed

Hackaton? No

#### 2.2 Planning and building new homes that are permitted in the existing spatial plan.

When: 2026-

Innovation area: Rural co-living

Identified challenge: Stagnation and demographic challenges

Cultural heritage asset(s): Attractive surroundings

Target groups: Local community, new inhabitants

Responsible stakeholder: Karlsborgsbostäder AB

Collaborator: Karlsborgs Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local)

Other resources needed: To be completed  
Indication of success: To be completed  
Hackaton: No

### **2.3 Develop new options for accommodation**

When: 2024  
Innovation area: Rural co-living  
Identified challenge: Short tourism season, stagnation and demographic challenges  
Cultural heritage asset(s): Attractive surroundings  
Target groups: New visitors, local companies  
Responsible stakeholder: Visit Karlsborg  
Collaborator: Local stakeholders, Investors  
Raw budget estimation: To be completed  
Funding Source (EU, National, local)  
Other resources needed: To be completed  
Indication of success: To be completed  
Hackaton: No

### **2.4 Inventory empty/abandoned houses in the area**

When: 2023-2024  
Innovation area: Rural co-living  
Identified challenge: Stagnation and demographic challenges and short tourism season  
Cultural heritage asset(s): Potential empty houses  
Target groups: Potential new inhabitants, estate owners  
Responsible stakeholder: Karlsborgs municipality  
Collaborator: Forsviks Intresseförening, byalag, Estate Owners, Ödehus-gruppen FB  
Raw budget estimation: To be completed  
Funding Source (EU, National, local): Local  
Other resources needed: To be completed  
Indication of success: To be completed  
Hackaton: No

### **2.5 Develop a concept for floating homes/accommodations in the lake.**

When: 2023-24  
Innovation area: Rural co-living  
Identified challenge: Stagnation and demographic challenges and short tourism season  
Cultural heritage asset(s): Attractive surroundings and a lot of water  
Target groups: Potential new inhabitants and visitors, local companies  
Responsible stakeholder: Local entrepreneur,  
Collaborator: Karlsborgs Municipality  
Raw budget estimation: To be completed  
Funding Source (EU, National, local)  
Other resources needed: To be completed  
Indication of success: To be completed  
Hackaton: No

## Subactions Rydal

### 2.1 Inventory and coordinate existing accommodation facilities.

When: 2022-23

Innovation area: Rural co-living

Identified challenge: Lack of housing for permanent and temporary visitors

Cultural heritage asset(s): Attractive heritage site close to Gothenburg region

Target groups: Visitors

Responsible stakeholder: NGO-cooperation in Rydal

Collaborator: Mark estate Co, Estate owners

Raw budget estimation: To be completed

Funding Source (EU, National, local), local

Other resources needed:

Indication of success: To be completed

Hackaton: No

### 2.2 Inventory premises and land for new accommodation.

When: 2023-

Innovation area: Rural co-living

Identified challenge: Lack of housing for permanent and temporary visitors

Cultural heritage asset(s): Attractive heritage site close to Gothenburg region

Target groups: Visitors, estate owners

Responsible stakeholder: Private company

Collaborator: Local NGO:s, Mark Municipality Raw budget estimation: To be completed

Funding Source (EU, National, local) Local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 2.3 Planning and building new homes that are permitted in the existing spatial plan.

When: 2026-

Innovation area: Rural co-living

Identified challenge: Lack of housing for permanent and temporary visitors

Cultural heritage asset(s): Attractive heritage site close to Gothenburg region

Target groups: New inhabitants

Responsible stakeholder: Mark Housing AB/private company

Collaborator: Mark Municipality, Rydal community organisation

Raw budget estimation: To be completed

Funding Source (EU, National, local), private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No





## 2.4 Establish an unmanned grocery store

When: 2024

Innovation area: Rural co-living

Identified challenge: To few companies, Short tourism season

Cultural heritage asset(s): Attractive heritage site close to Gothenburg region

Target groups: Local community, visitors

Responsible stakeholder: Rydal village community

Collaborator: Marek Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local), private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## 2.5 Create an interpretation campaign – Beautiful Rydal

When: 2023

Innovation area: Contemporary meaning of heritage, Rural co-living

Identified challenge: Stagnation and demographic challenges

Cultural heritage asset(s): Attractive heritage site close to Gothenburg region

Target groups: New inhabitants

Responsible stakeholder: Rydal Village community organisation

Collaborator: Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local) Local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## 2.6 New spatial plan for housing and adaptive reuse

When: 2027-

Innovation area: Rural co-living

Identified challenge: Stagnation and demographic challenges

Cultural heritage asset(s): Attractive heritage site close to Gothenburg region

Target groups: New inhabitants, estate owners,

Responsible stakeholder: Mark Municipality Collaborator

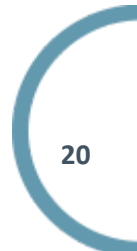
Raw budget estimation: To be completed

Funding Source (EU, National, local), private/local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No



## Action/common goal 3: Easy to visit and live here without your own car

*Since there are limited opportunities to travel by public transport to Forsvik and Rydal, you currently have to have your own car to visit and live at the sites. This is not a sustainable solution and will in the long run be an obstacle to moving here or visiting the places. Influencing public communications is a long-term task and sometimes we need to find other more short-term solutions. Particular priority is given to finding a solution for how to get to and from events without a car.*

### Subactions Forsvik

#### 3.1 Establish a taxiboat Forsvik – Karlsborg

When: 2026-

Innovation area: Rural co-living

Identified challenge: Poor public transportation

Cultural heritage asset(s): The Göta Canal and the lakes

Target groups: Visitors and local community

Responsible stakeholder: Local entrepreneur, Karlsborgs Municipality

Collaborator: Göta Canal AB

Raw budget estimation: To be completed

Funding Source (EU, National, local)c, local/Private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

#### 3.2 Develop a theater bus to events in Forsvik.

When: 2023-2024

Innovation area: Rural co-living

Identified challenge: Poor public transportation

Cultural heritage asset(s): Attractive events such as theatre, music

Target groups: Visitors and local community

Responsible stakeholder: SMOFA

Collaborator: Other event -organisers in Forsvik

Raw budget estimation: To be completed

Funding Source (EU, National, local) private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## Subactions Rydal

### 3.1 Create a carpool in Rydal

When: 2023

Innovation area: Rural co-living

Identified challenge: Poor public transportation Cultural heritage asset(s)

Target groups: Local community

Responsible stakeholder: Inhabitants in Rydal

Collaborator: Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local): private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 3.2 Establish a taxi company in Mark

When: 2023

Innovation area: Rural co-living

Identified challenge: Poor public transportation

Cultural heritage asset(s): Increased number of events in

Rydal Target groups: Visitors and local community

Responsible stakeholder: Local companies

Raw budget estimation: private

Funding Source (EU, National, local), private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 3.3 Establish rental bikes in Rydal/Mark.

When: 2024

Innovation area: Rural co-living

Identified challenge: Poor public transportation Cultural heritage asset(s): Close to Kinna

Target groups: Visitors and local community

Responsible stakeholder: Private company

Collaborator: Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local) Local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### **3.4 Build a bike path Rydal-Kinna**

When: 2027-

Innovation area: Rural co-living

Identified challenge: Poor public transportation

Cultural heritage asset(s): Beautiful site close to Kinna

Target groups: Inhabitants, visitors

Responsible stakeholder: Rydal Village Community

org Collaborator: Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local), local, regional

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### **3.5 Increase the number of bus trips/public transport to Rydal.**

When: 2026-

Innovation area: Rural co-living

Identified challenge: Poor public transportation Cultural heritage asset(s)

Target groups: visitors

Responsible stakeholder: Mark Municipality

Collaborator: Local companies, Rydal Village Community org

Raw budget estimation: To be completed

Funding Source (EU, National, local): local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### **3.6 Further develop event buses to Rydal**

When: 2022-2023

Innovation area: Rural co-living

Identified challenge: Poor public transportation Cultural heritage asset(s): Attractive site

Target groups: visitors

Responsible stakeholder: The Mansion restaurant, International Weaving centre, Museum Collaborator: Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local), private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## Action/common goal 4: More sustainable and creative companies

*In both Rydal and Forsvik, there are too few companies to have a strong cluster. Both places want to attract craftsmen and creative companies.*

*Covid 19 has also created completely different behaviours and opportunities and more and more people have opportunities to work from home all or part of their working hours, which makes it possible to live in a smaller village in the countryside.*

*The premises in the cultural-historical industrial buildings are attractive for companies to rent in, but there is no strategy for which premises can be rented out and what type of company is suitable in the various premises. Therefore, we will develop a plan for adaptive reuse of the historic buildings in Forsvik and Rydal.*

### Subactions Forsvik

#### 4.1 Create a work-from-home office at the mill.

When:

Innovation area: Rural co-living, Industrial heritage experience

Identified challenge: To few companies, Stagnation and demographic challenges

Cultural heritage asset(s): Empty premises

Target groups: local community

Responsible stakeholder: Karlsborgs Municipality, other estate owners

Collaborator: Forsviks Intresseförening, Culture Development Administration, Sub region Skaraborg

Raw budget estimation: To be completed

Funding Source (EU, National, local), local/national /LEADER

Other resources needed: To be completed

Indication of success. To be completed

Hackaton: No

#### 4.2 Start up a craft cooperative in the mill

When: 2023

Innovation area: Rural co-living, Industrial heritage experience; contemporary meaning of

H Identified challenge; To few companies

Cultural heritage asset(s): Empty premises

Target groups: Local companies and potential new companies

Responsible stakeholder: Forsviks Kulturhantverksförening and local

business

Collaborator: Karlsborgs Municipality, VGR

Raw budget estimation: To be completed

Funding Source (EU, National, local), local, regional

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: Yes

#### **4.3 Develop a business park in the old sawmill area**

When: 2028 -

Innovation area: Rural co-living, Industrial heritage experience

Identified challenge: To few companies

Cultural heritage asset(s): Empty space in historic industrial area

Target groups: Local companies and potential new companies

Responsible stakeholder: Estate owner, Karlsborgs Municipality

Collaborator: Business Region Skaraborg

Raw budget estimation: To be completed

Funding Source (EU, National, local): To be completed

Other resources needed: To be completed

Indication of success: To be completed:

Hackaton: No

#### **4.4 More creative companies in the mill**

When: 2023

Innovation area: Rural co-living, Industrial heritage experience, Contemporary meaning of

H Identified challenge: To few companies

Cultural heritage asset(s): Attractive, empty premises

Target groups: New potential companies

Responsible stakeholder: Karlsborgs Municipality,

Collaborator: Culture Development Administration, local companies, Business region

Skaraborg Raw budget estimation: To be completed

Funding Source (EU, National, local):

Local/regional Other resources needed: To be completed

Indication of success: To be completed:

Hackaton: No

#### **4.5 Inventory premises in Forsvik and match with new companies**

When: 2022-23

Innovation area: Rural co-living, Industrial heritage experience, Contemporary meaning of H  
Identified challenge: To few companies  
Cultural heritage asset(s): Attractive, empty premises  
Target groups: New companies  
Responsible stakeholder: Culture development Administration  
Collaborator: Karlsborgs Municipality  
Raw budget estimation: To be completed  
Funding Source (EU, National, local): Part of BeCULTOUR  
Other resources needed: To be completed  
Indication of success: To be completed:  
Hackaton: No

## Subactions Rydal

### 4.1 Clean contaminated land to create a new venue for events

When: 2025

Innovation area: Rural co-living, Industrial heritage experience, Contemporary meaning of H

Identified challenge: To short tourism season, Stagnation and demographic challenges

Cultural heritage asset(s): Attractive site with a lot of stakeholders

Target groups: Local community and companies

Responsible stakeholder: Mark Estate AB

Collaborator: County Administrative Board VG

Raw budget estimation: To be completed

Funding Source (EU, National, local) National

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 4.2 Build new houses with integrated offices

When: 2027-

Innovation area: Rural co-living, Contemporary meaning of H

Identified challenge: Lack of housing for permanent and temporary visitors, to few companies

Cultural heritage asset(s): Attractive site

Target groups: Potential new inhabitants

Responsible stakeholder: Mark Hosing AB

Collaborator: Mark Municipality

Raw budget estimation To be completed:

Funding Source (EU, National, local): Private

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

#### **4.3 Further develop existing meeting**

##### **places**

When: 2022-

Innovation area: Rural co-living, Industrial heritage experience, Contemporary meaning of H

Identified challenge: To short tourism season, stagnation and demographic challenges

Cultural heritage asset(s): Attractive site close to Gothenburg and Borås

Target groups: Local community, visitors Responsible

stakeholder: Local NGO's in cooperation

Collaborator: Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local):

Local/LEADER Other resources needed To be

completed Indication of success: To be completed

Hackaton: Yes

#### **4.4 Develop new scenes for public**

##### **events**

When: 2025-

Innovation area: Rural co-living, Industrial heritage experience, Contemporary meaning of H

Identified challenge: Short tourism season, to few companies, stag and demographic challenges

Cultural heritage asset(s): Attractive site with attractive premises

Target groups: Visitors, local community

Responsible stakeholder: Local BeCULTOUR working group

Collaborator: Mark Estate Co

Raw budget estimation: To be completed

Funding Source (EU, National, local):

local/LEADER

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: Yes

#### **4.5 Establish a Culture Factory in**

##### **Rydal**

When: 2027:

Innovation area: Industrial heritage experience, Contemporary meaning of H

Identified challenge: To few companies, short tourism season, demographic challenges

Cultural heritage asset(s): Attractive premises and innovative companies

Target groups: Local community, local companies, visitors

Responsible stakeholder: Local Becultour actiongroup

Collaborator: Mark Estate Co

Raw budget estimation: To be completed

Funding Source (EU, National, local): EU

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: Yes



#### 4.6 Inventory premises in Rydal and match with new companies

When: 2022-23

Innovation area: Industrial heritage experience, Contemporary meaning of H; Rural co-living

Identified challenge: to few companies, Lack of cooperation

Cultural heritage asset(s): Attractive premises

Target groups: Local community, new companies, estate owners

Responsible stakeholder: Local BeCULTOUR workinggroup

Collaborator: Mark estate Co, Mark Municipality

Raw budget estimation: To be completed

Funding Source (EU, National, local): Part of BeCULTOUR Projekt

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### Action/common goal 5: Establish a long-term development organisation

*One of the identified challenges in Forsvik and Rydal is the lack of cooperation and a common organisation to drive development. We see a need to establish such an organisation where companies, associations and the municipality are involved and who are responsible for carrying out the activities in the site's local action plan. This type of local development organisation is encouraged by Region Västra Götaland and they can support the formation of it.*

## Subactions Forsvik

#### 5.1 Start a common forum for development in Forsvik

When: 2022-23

Innovation area: Rural co-living

Identified challenge: Lack of collaboration

Cultural heritage asset(s):

Target groups: Local stakeholders

Responsible stakeholder: Local action group in BeCULTOUR

Collaborator: Karlsborgs Municipality, Culture Development Administration

Raw budget estimation To be completed:

Funding Source (EU, National, local): local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No



## **5.2 Clarifies roles and responsibilities for the development of the mill area**

When: 2022

Innovation area: Rural co-living, Industrial heritage experiences  
Identified challenge: Lack of cooperation

Cultural heritage asset(s)

Target groups: Local stakeholders

Responsible stakeholder: Karlsborgs Municipality, Culture Development

Administration Collaborator: Tenants in the mill area

Raw budget estimation: To be completed

Funding Source (EU, National, local): Local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## **5.3 Create a development plan as a complement to the conservation plan**

When: Autumn 2022 (local action plan in BeCULTOUR)

Innovation area: Industrial heritage experiences, Contemporary meaning of H, Rural co-living

Identified challenge: Lack of collaboration

Cultural heritage asset(s)

Target groups: Local stakeholders

Responsible stakeholder: Culture development Administration, Karlsborgs

Municipality Collaborator: local community

Raw budget estimation: To be completed

Funding Source (EU, National, local): Part of BeCULTOUR project

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## **5.4 Create a estate owner network in Forsvik**

When: 2023

Innovation area: Industrial heritage experiences  
Identified challenge: Lack of cooperation  
Cultural heritage asset(s)

Target groups: Local stakeholders

Responsible stakeholder: Karlsborgs

Municipality Collaborator: Local estate owners

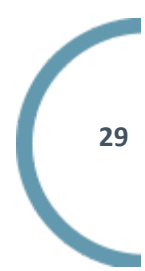
Raw budget estimation: To be completed

Funding Source (EU, National, local) local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No



## Subactions Rydal

### 5.1 Create a long term cooperation platform/local pact in Rydal

When: 2023

Innovation area: Rural co-living, Industrial heritage experience, Contemporary meaning of H

Identified challenge: Lack of cooperation

Cultural heritage asset(s):

Target groups: Local stakeholders

Responsible stakeholder: Local action group in BeCULTOUR

Collaborator: Mark Municipality, local companies, NGO:s

Raw budget estimation: To be completed

Funding Source (EU, National, local) local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 5.2 Coordinate municipal activities that affect Rydal

When: 2022-23

Innovation area: Rural co-living, Industrial heritage experience, Identified challenge: Lack of cooperation

Cultural heritage asset(s):

Target groups: Local stakeholders

Responsible stakeholder: Mark Municipality

Collaborator:

Raw budget estimation: To be completed

Funding Source (EU, National, local) local

Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

### 5.3 Anchor the LAP in the community and decision-makers

When: 2022-23

Innovation area: Rural co-living

Identified challenge: Lack of cooperation Cultural heritage asset(s)

Target groups: Local stakeholders

Responsible stakeholder: Local action group in BeCULTOUR

Collaborator:

Raw budget estimation: To be completed

Funding Source (EU, National, local), local

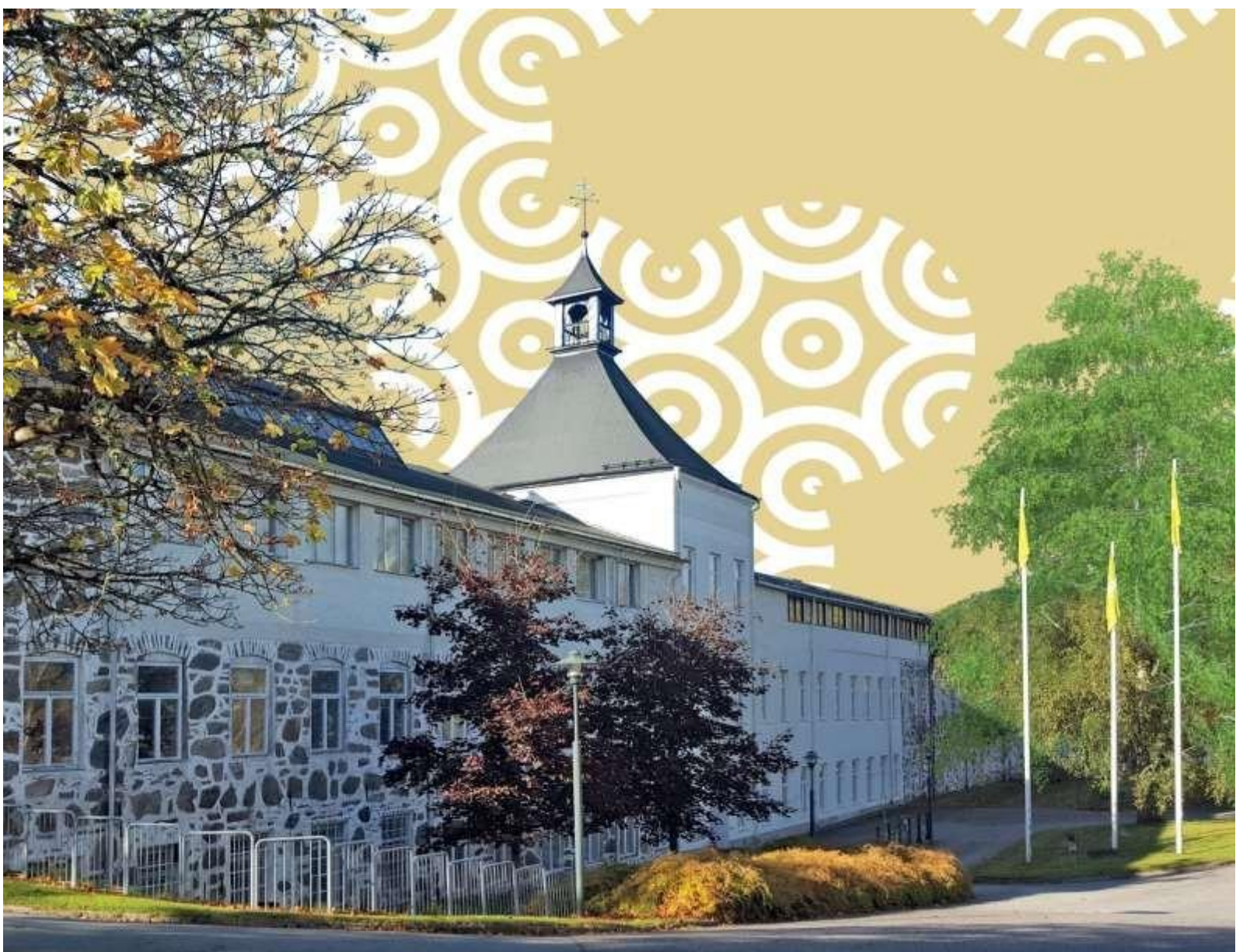
Other resources needed: To be completed

Indication of success: To be completed

Hackaton: No

## Local Pact

*Creating a long-term collaboration between several different stakeholders to implement the action plan takes longer than the month we had since the last workshop. Creating a common development platform is one of the priority goals in both sites' action plans and the work will continue during the autumn of 2022.*







**Be.CULTOUR**  
Beyond cultural tourism

# Vojvodina, Serbia

## Action Plan



**Be.CULTOUR** Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action:  
IA (Innovation action)



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*“Vojvodina is truly diverse and intercultural! [...] And it is important to mention, you can get education in six languages there. Even in high schools! [...]*

*... These six languages are not used just officially, they really live there...”*

## What makes us unique? Introduction and context.

### Pilot Heritage Site – Vojvodina: Irig – Sremski Karlovci - Bač

**Vojvodina** is one of the five regions of Serbia and an autonomous province located in the north of the country. It covers a territory of approximately 22,000 km<sup>2</sup> and hosts a population of approximately 1,8 million inhabitants. Vojvodina is a flat and low altitude terrain crossed by numerous channels. The region is part of the Pannonian Plain and shares its borders with three EU countries, Croatia in the West, Hungary in the North and Romania in the East. Danube River and its tributaries the Begej and the Tamiš constitute dominating geographical features, followed in the south-west by the Fruška Gora National Park: a hilly area covered by forests with an altitude up to 540 metres.

This territory forms a polycentric system of medium-sized cities and municipalities, strongly influenced by the first two largest cities in Serbia: Novi Sad (340,000 inhabitants) and the capital Belgrade (1,6 million inhabitants). Even though Belgrade is not part of Vojvodina, its proximity to Novi Sad (90km; 1h and 20 minutes by car) determine many social, cultural, and economic functions to be concentrated there in general, to play a large influence in the region. Both cities are located on and shaped by the Danube River.

The next cities in terms of importance are Subotica (98,000 inhabitants) in the north, Zrenjanin (76,000 inhabitants) in the centre, Sombor (47,000 inhabitants) in the north-west, and Kikinda (38,000 inhabitants) in the north-east.

Travelling from the EU to Vojvodina is generally easy, both by air and land, due to its position in the Balkans and its vicinity with three EU countries. There are no airports located directly in Vojvodina, therefore most people will use the main national airport located near Belgrade. Additionally, those leaving near the border have the option to alternatively use the Osijek Airport in Croatia, and the Timisoara Airport in Romania. Vojvodina benefits from the north-south highway and railway linking Budapest with Belgrade and further south with Sofia (BG) and Skopje (North Macedonia) and the west-east connection linking Zagreb with Belgrade. The railway infrastructure also has additional routes but is unfortunately not very convenient and performant. Currently the railway between Belgrade and Budapest is under modernization which is intended to improve traffic capacity and speed. In addition to air and road connections, Vojvodina is crossed by a complex network of water canals dominated by the Danube. The canal system Danube-Tisa-Danube represents one of the largest canal navigation networks in Europe, which in addition to navigable canals includes the canalised rivers Begej and Tamiš. They establish a connection with the Danube and the Tisza, through which they are further connected with the navigable Rhine-Main-Danube highway, which connects the North and Black Seas, passing through 12 countries.

Vojvodina benefits from availability of quality land, being historically and to date dominated by agriculture. Additionally, the **economy** of the region also comprises the metal industry and a growing ICT sector. Overall, from a social-economic perspective the region is considered to be lagging behind, compared to other regions in the area and facing considerable challenges. As in the rest of the Western Balkans, “grey economy” is occasionally observed. Privatisation and restructuring of the economy remain incomplete and domestic investments are low. On top of these there is a deficiency of human resources both in terms of quantity and quality. The



industry sector has a large number of potential pollutants. In terms of the relationship between the universities, research and development institutions with the economy, connections are weak and unproductive. Last but not least, the political context in the Western Balkans is, generally, considered to be quite dynamic.

From a social perspective, Vojvodina is a **culturally diverse space** where several ethnicities, languages, religions, different cultural patterns and traditions coexist.

**With more than 20 diverse ethnic groups and 6 official languages, Vojvodina is one of the most heterogeneous regions of Europe.**

Serbs make up the largest ethnic group, approximately 67% of the total population. Hungarians make approximately 13.0% and with a somewhat smaller proportion come the Slovaks, Croats, Roma and Romanians. In recent years the only ethnic group that increased in numbers was the Roma, while all others have decreased. During the war in Yugoslavia and its disintegration in the 1990s, Vojvodina was relatively a safe space and therefore received numerous refugees from other parts of the Balkans, the majority of them being Serbs. Since then, negative demographic characteristics occurred, such as negative natural increase, migration and emptying of border areas. Since 2015 Serbia is also a migration route towards the EU, but many of the migrants have remained stranded at the border with Hungary and Romania, living in improved conditions in the border villages. This situation is occasionally generating tensions with the local population. Youth in the area is considered a vulnerable group, as they do not have assets, they are hardly employed and often depend on the help of parents.

### Tangible and Intangible Cultural Heritage - Including Visitor Hot-Spots

The current state of tourism development in Vojvodina is not satisfactory, with modest performance and underused, or hidden assets. The most frequently visited locations in Vojvodina are the [Fruška Gora National Park](#) and various thermal water resorts around the region. Additionally, Novi Sad [has become a 2022 Culture Capital of Europe](#). The title offers an increased visibility and has attracted much higher visitor numbers, due to numerous cultural events taking place on a daily basis.

Long before becoming the Culture Capital, Novi Sad has become famous for the internationally renowned annual [EXIT Music Festival](#). The first festival took place in the year of 2000 and was an outgrowth of a student movement for democracy and freedom. Today, the annual summer festival attracts between 150,000 and 200,000 visitors from all over Europe and the world, per edition. EXIT's mission has been "to spark positive social changes and speed up the evolution of human consciousness by making use of **creative industries, top global artistic, educational and charity events**. as a means for spreading a global message of love and freedom".

**Novi Sad's EXIT Festival's vision: Humanity and Earth in harmony at all levels – local, regional and global.**

In addition, back in 2019 the city was elected the **European Youth Capital**.

When it comes to natural heritage, Vojvodina has much more to offer. It has been blessed with natural treasure characterised by a variety of species and genetic diversity.

Vojvodina has a complex historical heritage. The territory of today's Vojvodina has been ruled by many different powers during history, with the prevailing influence of the Romans, Turks, and Austro-Hungarians.

**The typical assets of Vojvodina include old towns, mediaeval towns, fortifications, villages, ethnographic parks, monasteries, churches and castles which could be further revalorized for cultural tourism purposes.**

Most of the tourists visiting Vojvodina are locals or coming from nearby regions. Although tourism here does not have a strong seasonal character, the sector faces considerable challenges. To start with, there is limited tourist infrastructure and poor distribution of accommodation facilities. The state budgets allocated for culture are limited and many times these cannot cover the basic maintenance and operational needs of museums and cultural institutions. To a great extent, public administration manifests a passive attitude towards cultural tourism and is failing to recognize the importance of cultural tourism as a key driver of economic growth, more balanced regional development and increasing employment. Secondly, there is a general lack of trust and therefore cooperation between the public and private sectors. As a result, there is no leadership and consensus among stakeholders on key issues related to tourism development in the Autonomous Province of Vojvodina or the Republic of Serbia. Last but not least, the agriculture sector is orienting itself to models of agricultural development that are in contrast to tourism development for high added value.

On the other hand, Vojvodina has already identified an opportunity in increasing its number of visitors. Since the Serbian highways are often used by central Europeans to travel to Greece for the summer holidays, the Autonomous Institutions of Vojvodina are trying to attract these travellers and make them stay and experience the local attractions, even for a short time.

The Municipalities of Irig, Sremski Karlovci and Bač which constitute the focus area and one of the six pilot heritage sites of the Be.CULTOUR initiative, have been considered and selected for participation as those with the highest potential for cultural, circular tourism development.

**Common to the three municipalities, Irig, Sremski Karlovci and Bač, is a vast diversity of cultural-historic, religious, and natural heritage.**



**Irig** is located 20 km (25 minutes by car) south of Novi Sad, while most of its territory is part of the [Fruška Gora National Park](#). Irig relies on abundant natural heritage, combined with numerous opportunities for visitors to seek spiritual recovery, relax their senses and find a safe resort, away from the urban turmoil.

The natural beauty of Fruška Gora, with its geological and hydrological potentials, as well as rich flora and fauna is Irig's principal asset for sustainable, circular tourism development.

Specific for Irig are the **spa resorts** and its **thermal springs**, offering significant potentials for health tourism development, with a rich wellness tourism content and potential for rehabilitation of visitors with impaired health. The famous

**Vrdnik Spa**, with its excellent geographic position, in the vicinity of Novi Sad and Belgrade is one of the most attractive congress tourism venues in Serbia, with several high-class hotels, which host hundreds of thousands of conferences and other events each year.

Fruška Gora National Park and the historical centre of Irig are the two localities of central interest for Irig's cultural tourism development. Irig is surrounded by 16 (out of 35) Orthodox Monasteries from 15th to 18th century (important -for Serbian uprisal and preservation of culture). Another group of Irig's assets are the numerous wineries scattered around Fruška Gora and Irig. Currently, these wineries operate individually, offering exquisite cuisine and premium quality wine. In recent years, their promotion as a part of a single Wine Route has started.

For all these reasons, Fruška Gora has been included in the [European Culture Routes: Roman Emperors and Danube Wine Route - Middle Danube](#). At the same time, in 2020, Serbia proposed UNESCO to include these Fruška Gora's assets in their [Cultural Heritage Tentative List "Frontiers of the Roman Empire – The Danube Limes"](#). In the context of cultural, circular tourism development, these assets need to be "reinvented" to offer a more integrated sensorial and spiritual experience.

Irig is also famous for its rich **cultural heritage**, such as the **First Serbian Reading Library** or the homes of famous writers and other important socio-political figures. The cultural heritage of Irig represents a vast potential for revitalization, rethinking of the already existing concepts and reuse of both the tangible and intangible assets in a new way, as well as their reinterpretation in line with the contemporary meanings of heritage.

Development of cultural, circular tourism on the territory of Fruška Gora is somewhat limited by the fact that it is a national, protected asset, with a clearly predefined framework.

The next valuable cultural tourism point in the Vojvodina PHS is **Sremski Karlovci**, located 10 km south-east of Novi Sad and 60 km from Belgrade, in proximity of the E75 highway, situated at the Danube River's left Bank. This small town has a variety of urban, architectural, cultural and historical values, concentrated in one spot, with a high potential for cultural, circular tourism development. Sremski Karlovci, is a true cultural diversity hub, with several ethnic groups active in creating a rich cultural content (in particular, there is an influential German community which contributes to the process of Europeanisation).



In addition to multireligious heritage (Orthodox and Roman Catholic) and exquisite sacral architecture examples, Sremski Karlovci municipality has the oldest grammar school in the Republic of Serbia and is the educational and cultural centre of Orthodox Christian religion. The cultural diversity is embodied in the historical **Chapel of Peace**, with its clear symbolism – a place where the famous [Karlovci Peace Treaty](#), was signed in 1699, with utmost historical significance, between Austria (and its allies Holy League, Russia, Venice and Poland) and the Ottoman Empire – with England and Holland as negotiators.

Sremski Karlovci can also boast about its numerous intangible heritage aspects, related to **winery and gastronomy**. Well-known for its numerous vineyards and wine-making tradition, Sremski Karlovci wineries have been producing some of the finest wine for centuries now.

The **Kovilj – Petrovaradin marshes** represent a complex of marshes and forest ecosystems (covering 4,840 hectares) with numerous flora and fauna species integrated into a functional whole. This site is located in the south-east of Bačka Region, along the inundation area of the middle course of the Danube. The core values of this area are associated with the **Danube River** potentials. The natural heritage is represented by the preserved and diverse indigenous orthographic and hydrographic forms of marshes (islands, backwaters, ponds, swamps), the preserved, abundant flora - indigenous plant communities in marshes (forests, meadows, reeds, rushes), the diversity and abundance of fauna (172 species of birds and 46 species of fish) and particularly by the presence of rare and endangered species. Thanks to its extraordinary natural wealth, the Kovilj-Petrovaradin marshes were declared the [Important Bird Area \(IBA<sup>1</sup>\)](#) in 1989, and in 2004 it was included in the [list of significant water-related protected areas in the Danube basin \(ICPDR2\)](#). This wetland is also one of the potential candidates for the [Ramsar List of Wetlands of International Importance](#).

Currently, many of the existing assets of Sremski Karlovci are underused, or not used at all. Some of the key issues include poorly maintained infrastructure, lack of accommodation facilities and quick transport solutions, which would include the town into a joint cultural tourism package with Novi Sad and, probably, make young tourists interested in staying in Karlovci for at least one overnight during the EXIT Festival or similar. With its favourable geographic position, in a socio-economically and politically strategic position, Sremski Karlovci is threatened by the process of industrialization and investments in new businesses, which can threaten the natural environment and might be incompatible with the current aspirations of Sremski Karlovci community members, to focus on cultural, circular tourism development.



**Bač and its surroundings** present a complex cultural landscape with several important assets and hidden gems with a significant potential for revalorisation and reuse for cultural, circular tourism purposes. For these reasons, Bač has become an internationally recognised heritage site with significant assets and potentials and has recently been added to the [UNESCO tentative Heritage List](#). Bač is only 60 km away from Novi Sad (less than one-hour by car) and 160 km from the Serbian capital. It is in the vicinity of Croatia, with the Danube serving as a natural border between the two countries.

The picturesque historical landscape includes the **Bač Fortress, the Franciscan Monastery, the Bodjani Monastery, the Turkish Bath (Hamam) and several water canals**. [Bačko Podunavlje](#) is another widely recognized natural asset, already listed as [UNESCO Biosphere Reserve](#).

Bač Fortress is the most important and best preserved mediaeval fortress in the area of Vojvodina Province. The Franciscan monastery is located in the centre of Bač. The complex consists of a square-shaped convent, with an inner courtyard and a Church of the Ascension of Maria. Since the Franciscans have not left the monastery for 300 years, many old objects,

<sup>1</sup> Important Bird Area



dishes, textiles, church suits and many other small things have been preserved, which bear witness to continuity since the Middle Ages, but also from Roman times (the lapidarium in the hallway next to the church). There are also protected special nature reserves and forest ecosystems around Bač, where some globally endangered species live, such as the Special Nature Reserve "Karadjordjevo". Municipality of Bač with other surrounding municipalities is defined as one of the priority tourist destinations in Serbia (Gornje Podunavlje with back canals).

The intangible assets include a rich cultural and ethnic diversity, which accounts for unique ethnic crafts and trades, multilingualism, traditional music, religious diversity, vibrant villages and exquisite ethnic cuisine, with unique, transgenerationally passed and preserved recipes. Over the past centuries, the Danube's fluvial bed has moved away from Bač's historical centre; however, in the old times, Bač has been the stopping point and a temporary, or longer-term residence of many invaders and historically significant figures who had reached it by the river and left their landmarks, stories and legends as Bač's legacy.

Other assets include a rich cultural and ethnic diversity, which accounts for unique ethnic crafts and trades, multilingualism, traditional music, religious diversity, vibrant villages and exquisite ethnic cuisine, with unique, transgenerationally passed and preserved recipes. Over the past centuries, the Danube's fluvial bed has moved away from Bač's historical centre; however, in the old times, Bač has been the stopping point and a temporary, or longer-term residence of many invaders and historically significant figures who had reached it by the river and left their landmarks, stories and legends as Bač's legacy.

In order to become a part of an integrated cultural offer of the Vojvodina pilot heritage site (Irig-Sremski Karlovci-Bač), in the coming years, the issues of both hard and soft infrastructure should be addressed in a more systematic manner. Connectivity and accommodation capacities need to be improved. Additional transportation options and innovative lodging solutions need to be considered. Another serious issue to consider and address is a chronic lack of human resources, as the population of Bač has been rapidly decreasing over the past decades.

## Existing Development Strategies and Identified Gaps

### Vertical Alignment of the Action Plan with National and Provincial Policies and Legislation

**Alignment with the EU Framework for Sustainable Cultural Tourism.** The Action Plan is vertically aligned with the [EU Framework for sustainable cultural development](#). As a candidate country, Serbia strives to adopt the approach and methodologies which would bring it closer to the EU integrations. The EU sees sustainable cultural tourism as a vital part of the EU regional and macro-regional development strategies. For PHS Vojvodina, culture can become both a **driver and an enabler** of overall sustainable development. However, as much as tourism is supported and endorsed by this Action Plan, as a way to access the PHS' cultural heritage, Irig, Sremski Karlovci and Bač are faced with a number of challenges related to overcrowding, cultural appropriation and the loss of authenticity. The EU framework acknowledges that tourism brings money and jobs to cities and regions, but it can also damage residents' day-to-day lives, as well as the area's culture and heritage. The purpose of this Action Plan is to find „the right measure in tourism promotion and deployment through: 1) adopting a **human-centred approach** and caring about the local community needs and taking into account specific visitors' groups and their individual interests ; 2) supporting local economic development, but at the same time insisting on the **circular approach** and 3) giving way to the

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 - Type of action:  
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European value through multilingualism and by cherishing diversity. In line with the EU framework, the purpose of the Action Plan is to raise the awareness of both decision-makers and stakeholders, by bringing **a new perspective and putting the PHS' cultural heritage and its potentials at the centre of decision-making processes.**

**Involving local communities and other stakeholders in the decision-making processes is key to ensuring results benefit both cultural heritage and the local population. The objective of sustainable cultural tourism is to ensure good conservation practices along with authentic interpretation that supports the local economy.**

**Alignment with the legal framework and policies at the national and provincial level.** The Action Plan is in line with the existing **higher-level public policies**. It is vertically aligned with the national legislation and strategic framework related to sustainable tourism development, as well as the legislation related to the planning system of the Republic of Serbia

The action plan contributes to the improvement of regional development through cultural tourism and circular approach promotion and is, therefore, harmonised with the existing policy framework, but it does not duplicate what already exists. All proposed actions, sub-actions and activities clearly contribute to the achievement of the vision and development goals defined in the umbrella strategic documents of the Republic of Serbia, as well as to other relevant strategies.

The [Law on Tourism of the Republic of Serbia<sup>2</sup>](#), emphasises **integrated tourism development as a part of overall economic and social development**. The Law is aligned with the EU framework for sustainable tourism development as a „coordinated system of technical-technological, economic and social activities, which is based on economic development, preservation of natural and cultural assets, preservation and development of the local community, increasing efficiency and responsibility in the area of use, management, protection and improvement of tourist space, unique standards for the provision of services in tourism, protection of the national economy, users of tourism products and tourism professionals, partnership relationship between the private and public sector and civil society in planning, designing and placing the tourist product on the market; provision of unique, public and electronic records of registered and recorded data from the field of tourism; contained in the Code of Ethics in Tourism of the World Tourism Organisation of the United Nations; planning and implementing tourism development policy in accordance with the Tourism Development Strategy.

The methodology and process of strategic planning and policy document development are defined by the Law on Planning System<sup>3</sup> of the Republic of Serbia, whereas planning in the area of sustainable tourism is regulated in the [Rulebook on the content and manner of drafting the tourism development programme<sup>4</sup>](#)

<sup>2</sup> "RS Official Gazette", No. 36 of 15. May 2009, 88 of 23. November 2010, 99 of 27. December 2011 - other law, 93 of the 28. September 2012, 84 of 6. October 2015, 83 of 29. October 2018 - other law, 17 out of 14. March 2019 - other law

<sup>3</sup> "RS Official Gazette", No. 30 of 20. October 20th, 18th.

<sup>4</sup> "RS Official Gazette", no. 86 of 19. June 2020.

At the **provincial level**, several strategic documents are significant for the Action Plan preparation.

**Tourism Development Program In The Autonomous Province Vojvodina (2018-2022).** The strategic goals in the area of sustainable tourism development in Vojvodina are as follows: 1) Increased supply of accommodation facilities by a third (7,000 beds), 2) Increase annual bed occupancy in the planning period by about 10% on average (with current 14.8% to about 25%), 3) positioning at the European market as a short holiday destination (**primarily based on the contents of gastronomy and culture**), 4) attract drive in guests, both domestic and foreign visitors who are already visiting destinations 100-150 km away, 5) develop 2-3 large Pannonian resorts, 6) in addition to the best European music festival EXIT, internationalise existing and develop at least one additional major international event, 7) establish a control system and quality labelling in food products and tourismImplement projects: 8) completion of the physical infrastructure of river cruising at the quality level Central European destination; 9) further strengthening the infrastructure for cycling tourism and 10) urban rehabilitation of city centres in Vojvodina, 11) revitalization, renewal and valorization of cultural (material and intangible), industrial and sacral heritage

**Regional Spatial Plan Implementation Program of the Autonomous Province of Vojvodina (2017-2021).** Strategic goals: 1) reducing sub regional differences in economic and social terms, 2) rational activation of territorial capital, through decentralisation and polycentrism, 3) strengthening the position of village with a greater role within the functional areas of the cities, 4) arrangement and sustainable use of nature, landscape, cultural heritage and 5) environments, with protection against disasters and technological accidents, 6) interesting and functional networking with other regions in Europe.

**Environmental Protection Program of AP Vojvodina (2016-2025).** Strategic goals: 1) adoption of strategic and planning documents in the field of environmental protection and sustainable use of natural resources, defined by the Law on the Protection of Living environment and other special laws, 2) integration of environmental protection policy with other sectoral policies, 3) strengthening institutional capacities for the creation and implementation of sectoral environmental protection policies and policies as a whole and the establishment of a system for reaction in accident situations; 4) establishing a single information system with all available geodata and formation of GEOPORTAL, 5) improving the environmental quality control system by accrediting authorized persons laboratory, application of norms and regulations, mandatory quality control monitoring of environmental factors and analytical methods, development of pollutant monitoring, development of a cadastre of pollutants, development of an inventory of gases with a glass effect gardens, the establishment of a single information system, 6) improving the legal system in the field of environmental protection by adopting sectoral laws and bylaws, by improving enforcement oversight regulations and capacity building of inspections, investigative bodies and the judicial system, 7) development of an efficient system of financing environmental protection and economic incentives, 8) improving the state of the environment and ensuring sustainable development, by implementing legislation and spatial planning documents and sanctioning environmental pollutants and those who endanger it in other ways, as well as promoting examples of good practice, 9) improving formal and non-formal education on environmental protection and energy efficiency, which should be based on the National Strategy education in the field of environmental protection. Raising awareness levels better by informing and communicating with the public and developing

mechanisms for their participation in terms of the living environment, in accordance with the Aarhus Convention.

### Horizontal Alignment of the Action Plan with the Municipal Policies and Strategies

According to Article 20 of the [Law on Local Self-Government](#)<sup>5</sup> of the Republic of Serbia, municipalities are authorised to plan and support local economic development, including tourism, trade, craft development; adoption of plans and programs for granting incentives and subsidies for economic development, environmental protection, etc.

In 2019, a [Spatial Plan of the Special Purpose Area "Fruška gora"](#)<sup>6</sup> is of particular significance for action planning, since Fruška Gora National Park is a part of the PHS, occupying a major part of Irig Municipality and Sremski Karlovci as well. Alignment of all actions and sub-actions with this document is a part of the Action Plan.

Bač Municipality occupies an important place in the PHS cultural heritage and has been of particular significance for the national and provincial institutions for protection of Serbian and Vojvodina's natural heritage. In that respect, the Action Plan takes into account and follows relevant guidance detailed in the [Spatial Plan of the Special Purpose Area of Bač Cultural Landscape](#)<sup>7</sup>. [Sremski Karlovci](#) and [Irig](#) also have their spatial plans. All planning documents are available at the municipal websites.

All three municipalities (Irig, Sremski Karlovci and Bač) have been or are currently in the process of developing their Local Development Plans, in line with the [Law on Planning System](#), so the timing of the Be.CULTOUR action planning has perfectly coincided with the development of the umbrella strategic documents in these municipalities. The municipalities have agreed to integrate all key aspects, objectives and actions proposed in the Action Plan into the Local Development Plan, which will cover a 7-year strategic span.

[Plan for Development of Bač Municipality \(2022-2028\)](#) has been adopted, with the final version published (in Serbian) on the municipal website. The document lists tourism and culture as one of the priorities (**Priority objective 6: Creating environments and preconditions for tourism development, and Priority objective 11: Capacity building of stakeholders implementing cultural activities in existing and new cultural programs and contents**). The Strategy lists the following priority tourist products of the destination: nautical sports, ecotourism, ethno-tourism, rural tourism, culturally themed routes (cycling, gastronomy, etc.), special interests and events. However, despite the listed values and potentials, tourism in the Municipality of Bač is regarded as undeveloped. According to the available statistics<sup>8</sup>, the number of registered tourists in the year 2019 was 1,151. Bač has a low number of employees in the hospitality sector - only 0.8 employees per 1,000 inhabitants, or 105 in total. The accommodation structure is also not favourable. No property is categorised on the territory of

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<sup>5</sup> 129/2007-41, 83/2014-22 other law, 101/2016-9 other law,

<sup>6</sup> "APV Official Gazette" no. 8/19

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<sup>7</sup> ("APV Official Gazette" no. 14/2015)

<sup>8</sup> National Statistics Office of the Republic of Serbia, Municipalities and regions in the Republic of Serbia, 2020



the municipality, but accommodation for tourists offers several uncategorized facilities: farms, private accommodation and domestic facilities with a total of 112 beds, 28 of which are categorised beds. The Tourism Organization of the Municipality of Bač, founded in 2006. Is officially in charge of tourism development and promotion. The Strategy lists 7 distinct measures for improving the tourism climate. Some of these measures are directly linked with the Action Plan (especially Specific Objective 1, related to innovative destination management.

An Overview of Priority Measures Listed in Bač Development Plan (2022-2028)	Links to Be.CULTOUR Action Plan
6.1 improvement of infrastructure related to the selected assets/sites and introduction of new cultural content	A lack of adequate infrastructure has been listed as one of the key challenges in the Be.CULTOUR action planning process. (related to Action 1.4 in the Action Plan)
6.2 Construction of a marina complex in Bačko Novo Selo	In the Action Plan, the Danube is seen as a central asset for deployment (see the list of assets, and Action 2.4)
6.4 Improved tourism promotion	Related to the Action 1.2 of the Action Plan (rebranding of PHS and new message development.
6.5 Education of training of tourism operators and potential service providers in Bač and the surroundings	Action 1.1 (sub-action 1.1.1) deals with establishment of a Business Competence Centre in Bač, with a particular focus on stakeholders' networking and education,
6.6 Support to civil society organisations in organising tourist events and education for improved performance and their contributing to tourism offer development	All actions in the Specific Objective aimed at creating an inclusive and diverse ecosystem. As a culturally diverse community, Bač is encouraged to rely on CSOs, private sector and academia to the extent possible.

Bač will be encouraged to improve the content of its Local Development Plan for the period 2022-2028 in a more detailed municipal Action Plan by introducing a clearer link to sustainability, innovation, circularity, human-centeredness and innovation.

Sremski Karlovci and Irig are currently in the process of local development planning. In the course of the Action Plan implementation, these two municipalities will be encouraged to ensure both vertical and horizontal linkages between the Action Plan for Sustainable Tourism Development and the Local Development Plan.

## How can cultural heritage innovations bring us to circular cultural tourism? Local co-creation process

The Action Plan's Specific Objective 1 deals with the aspects of innovative management of destination and cultural assets. The purpose of the local workshops and overall action planning process, has been to create an innovative and diverse stakeholder ecosystem, as a prerequisite for inclusive, participatory circular cultural tourism development. In that respect, the local workshops were used as an opportunity to establish lines of communication, to support networking, learning and demonstrate what a co-creative process should be like and how they will continue to innovate and co-create together.

### Mapping of inclusive and diverse stakeholder ecosystem

The Action Plan has been developed in a participatory manner and has, to the extent possible, included all relevant stakeholders from the pilot heritage site (public and private sector, civil sector, academia, at the **micro** level). The planning process included the Regional Development Agency (RDA) Srem and RDA Bačka (**meso** level), as well as the institutions and organisations operating at the level of the Autonomous Province (AP) Vojvodina (**macro** level, in this context), including a few significant stakeholders from relevant institutions at the national level.

#### Stakeholders' motivation to take part in the Heritage Innovation Network

- Personal/individual level: opportunity for capacity building and learning new skills and tools, especially in the context of circular economy,
- Business level: how to improve personal business and obtain higher economic profit,
- Public level: opportunity for implementation of national legislation in domain of tourism, development and connection of neighbouring regions, socio-economic development of local communities through circular tourism offers,
- Networking for joint promotion, joint offer of cultural and tourism products and services, better visibility, and development of joint projects;
- Becoming more informed about the project and potential benefits for our local communities,
- Improvement of cooperation and communication between various stakeholders from tourist sector,
- Improvement of tourism offers through: development of new tourist/cultural content(s) and creation of packages that will keep tourists staying more days for the interests beyond cultural tourism.
- Networking of different stakeholders in order to develop mutual innovative cultural content for the purpose of developing an integrative tourism product(s)/offers,
- Getting acquainted with specific cultural areas in the EU and the ways in which they are managed by local self-government,
- Development of cultural tourism based on sustainability as well as creating an attractive and competitive cultural tourism offer(s),

- Learning about innovative tools for exploring the cultural and other heritage and developing a new approach to tourism development.

#### Participants' feedback from Local Workshop 1

The establishment and strengthening of the challenge-driven teams took part throughout the co-creation process at the local workshops (LWS) held in December 2021 (LWS 1), May and April (LWS2) and June 2022 (LWS3). A full list of stakeholders and challenge driven teams is available in LWS (1 and 2) reports and in **Annex 1 of the Action Plan: Stakeholder Map**.



**Establishment of well-composed and competent challenge-driven teams means that they are result-oriented and well-focused on opportunities and viable solutions.**

During the workshops, the local government, CSO representatives and academia from all three municipalities took an active part, whereas the private sector was not sufficiently represented and should be better included in the co-creation process in the implementation process.

Although decision-makers' support is crucial for successful Action Plan implementation, they have not been sufficiently involved. Local decision-makers should be the champions of the visioning process and their role in bringing together the community to innovate and co-create is a key one. Idea of **Local PACT establishment** at the start of the implementation process, as a credible standing body composed of the representatives of all three municipalities should contribute to better guidance and oversight of both action planning and prospective implementation of the Action Plan. The local PACT should include credible and unbiased representatives of all sectors (public, private, civil sectors and academia).

During the LWSs, **the challenge teams, thematically oriented towards specific innovation areas** have been created. However, a proper project management structure is necessary for both preparation and operationalization of the Action Plan. **Formalisation of intermunicipal cooperation, should be institutionalised by signing an agreement by the three municipalities.**

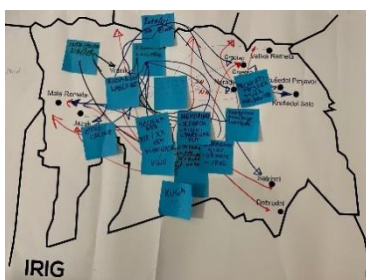
The action planning process has introduced a number of concepts which are novel to most of the participants in the process,

For that reason, it was particularly important to consider the processes at the **meta** level, as well: by creating the Be CULTOUR Community of Practice and Community of Interest, a system of knowledge and skill transfer among the participating pilot heritage sites has been established. Another important vehicle for knowledge and skill transfer, in parallel with the action planning process, were the three rounds of Local Workshops held for each PHS.

The same learning, networking and co-creation process should be applied continuously in the course of Action Plan implementation and beyond.

## Mapping of recognized and hidden assets

LWS1 focused on mapping of the recognized and hidden assets in Irig, Sremski Karlovci and Bač, as a starting point for prioritising and selecting the assets for further ideation and innovation process (which started at the second workshop). During LWS2, before brainstorming on the challenges and prioritisation of the assets which would be further elaborated into actions and sub-actions with clearly defined results, the map of recognized and hidden assets was further analysed and clarified. A detailed list is available in **Annex 2: Tangible and Intangible Assets**.



### Tangible Assets and Resources

#### IRIG

Geological site Grgeteg 1.8 million years old, protected since 1973

Grgeteg Monastery

"Three-handed **Theotokos**" (Trojeručica) Icon Anniversary

Fruška Gora Monasteries

Watermill in Rivica

Kipovi (Plague) Monument

Rural Architecture end of XIX and beginning of XX century

Vineyard House

Monument to „People’s Liberation Struggle in WWII“ in natural environment – Hero Pinki’s gravesite

Trail of the partizans

Ethno Complex „Jazak“ in Fruškogorska Street

Village Wells in Jazak

Mining Heritage in Vrdnik

Poet Milica Stojadinović Srpkinja's House

Mihiz House

Kasina Building

Old Railway Station

Vrdnik Tower

Irig Wheel

Moss Field „Beška“ Vrdnik

Miner's Days

Vidovdan Gathering Vrdnik

Wild Horses of Remeta

Lake Borkovac

Lake Šatrinac

Lake Dobrodol

National Park zones

Four Heroes Dragons

Olga Rogulic Love Story

Serbian Thermopylae – Battle of Krstašica

Song of nightingale

Sounds of Lazin Whirlpool Waterfalls

Gusle Academy

Geese Festival Šatrinac

Early Wine Days Irig

Horseback riding Krušedol

Salaš Perkov Tašta Vrdnik

#### SREMSKI KARLOVCI

Kovilj-Petrovaradin Wetland (Karlovac Danube bifurcation)

Stražilovo and Branko Radičević trail/grave site

Monastery route (Fruška Gora)

Danube exploration through catamaran and canu sailing

Scouting eco camps (internship and national, volunteering)

Field trips for children (educational and festival activities)

Activism through youth programs

Awarding green and black certificates

Bicycle and canoe rental service

Court garden – youth workshops, heritage preservation

Karlovac Grammar School

„St. Arsenius“ Seminary

„St. Nicholas“ Orthodox Cathedral

„St. Trinity“ Church

Patriarchal Court/Palace

Lower Church of „St. Peter and Paul“

Upper Church – Presentation of Mary Monastery

Lady of Peace Chapel

Museum Exhibitions

Honey Museum

“Branko's kolo” Event

Karlovac grape harvesting

Film Festival

**Be.CULTOUR** Beyond cultural tourism

[www.becultour.eu](http://www.becultour.eu)



BeCultour

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627  
Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action:  
IA (Innovation action)



Cultural Tourism Festival
Heritage museum
Kugloff Festival and Museum
Milan Kečić Palette Gallery
Danube beaches
Grape feet stomping
Traditional cooking
Traditional Arts and Crafts
Wineries
Lighting Match Museum
Ceramics Arts and Crafts
Karlovac Vineyards
Knights Days
Karom Fortress
BAČ
Bač Fortress
Bodjani Monastery
Turkish Bath – Hamam
City Gate Šiljak
Franciscan Monastery
Ethno Houses – Dida, Šokac, Krajiča
The Danube
Fritz Hristić Castle
Days of European Heritage
Lake Provala
Danube-Tisa-Danube Canal
Old Craft Broom Making
Slovak Tradition
Bike Trail EURO velo
Bee Clinic
Gebaver Pharmacy
Hunting grounds
Culture and Arts Society „Mladost“
Building of Library „Vuk Karadžić“
„Selenački slavuji“ concert
Christmas concert in Evangelical Church
Daylight New Year Celebration
Kalvarija
Catholic church in Bač
Local Churches
Multiple national and ethnic communities
Ethno House „Čapelja“
Drama Festival “Pričam ti priču”
Karađorđevo resort
Pump station “Plavna”
Romani bread Tsigan-pečen pogatsa
Folklore section of primary school Jan Kolar
Geese farming



## Mapping of specific heritage and cultural tourism-related challenges

The Action Planning process helped the stakeholders to recognize and formulate a set of specific challenges related to sustainable cultural tourism development. Each of the challenges has been addressed by a set of proposed actions and sub-actions in the Action Plan:

- **Lack of proper infrastructure.** PHS Vojvodina has numerous potential (hidden) assets. A lack of both hard and soft infrastructure is a challenge common to all three municipalities (addressed in the *Specific Objective 1, Actions 1.1 -1.4*)
- **Awareness-raising about the new concepts in tourism development, and education of all stakeholders on the innovative approach and the key innovation areas.** Currently, the approach to tourism development in Serbia is predominantly top-down (dependent on the national and provincial governments), linear and government-centred. It should be brought to the meso and micro level and systematically addressed as a continuous action, with proper involvement of stakeholders. (*Specific Objective 1, Action 1.1*)
- **Insufficient local capacities for innovation in tourism.** The capacities are scarce, mainly due to a lack of project funds and inability of the stakeholders to decide about their own assets in a proactive way. The current system does not encourage innovation and circularity. For that reason, a specific set of actions has been proposed, in order to create a sustainable life-long learning, networking and co-creation mechanisms in each of the three PHS municipalities. This will enable the local community to create a sound and committed stakeholder ecosystem (*Specific Objective 1, Action 1.1/Sub-Action 1.1.1*)
- **The outdated destination management approach by the local government/local tourism organisations should be transformed to tourism governance,** with clear roles and responsibilities of all stakeholders in a dynamic, co-creative, circular model (*Specific Objective 1, Actions 1.1-1.4*)
- **Limited and, often, inadequate use of the available assets, leads to their deterioration and even, devastation, and increase of maintenance costs, instead of creating opportunities for circularity and greater economic, social and environmental benefits.** If no revenues are generated through a circular economy, the available historical, cultural, religious, natural, industrial and other heritage will not be brought to life and will continue to deteriorate. The proposed actions and sub-actions in the **Specific Objective 2 (Actions 2.1-2.6)** include proposed solutions for rehabilitation and revitalization of the priority assets, with European values and of global heritage significance.
- **Circular approach is a new concept which needs to be interwoven into tourism value chain development.** The proposed actions in the *Specific Objective 2 of the Action Plan (Actions 2.1 – 2.6)* are aimed at implementing the circular economy principles and are aimed at rehabilitation, revitalization, rethinking and reuse of the priority assets with cultural and economic value and sustainable results. Action 2.6 includes a specific set of business solutions proposed by the private, civil and public sectors for the Hackathon (to be held in Brussels in September 2022).

- **Conflicting visions of local development between the advocates of industrialisation and foreign direct investments into large production lines (which are also major pollutants) and those who are committed to the protection of heritage and development of circular tourism** is pending, particularly in Sremski Karlovci, mainly due to the vicinity of the municipality to the main road (highway) and the Vojvodina Province Capital, Novi Sad. Strengthening of the voice and role of local stakeholders through some mechanisms proposed throughout the action plan, is an attempt to contribute to the preservation of cultural and natural heritage and put a greater focus on circularity.
- **All three municipalities suffer from a chronic lack of human resources in the local administration and poor information sharing, communication, cooperation and collaboration with the local private and civil sector stakeholders.** Despite insufficient human and financial resources, the municipalities willingly hold themselves responsible for tourism development and management, without sharing responsibility with local stakeholders and relying on their resources. The sub-actions proposed within the *Specific Objective 1 – Action 1.1 (and sub-actions 1.1.1 Business Competence Centre in Bač, 1.1.2 Business Hub and Advisory Centre in Sremski Karlovci and Irig and Fruška Gora Tourism Centre)* are attempts to create viable, sustainable mechanisms of networking, capacity development and competence building and knowledge sharing for all stakeholders. Local governments need to build greater reliance on the community resources and create opportunities for inclusion of all groups and their involvement in the co-creation process.
- **Circular cultural tourism can be better developed through intermunicipal cooperation** and establishment of institutional mechanisms for cooperation of the three municipalities. This can be achieved by signing an inter-municipal agreement and improved vertical and horizontal coordination and alignment of policy documents (this is addressed by a number of actions, throughout the Action Plan.
- **Cultural diversity is not sufficiently used as a resource for circular tourism development.** This challenge will be attempted to be addressed through the actions proposed in the *Specific Objective 3* of the Action Plan (*Actions 3.1 and 3.2*). In addition, these actions include some considerations and solutions for introducing the Europeanisation aspects.

**There is a need to break away from the old, outdated practices – from conservative, linear approach to circular tourism; from destination-centred to human-centred approach and from traditional - to European values.**

## Involvement of the community in Actions

The challenge-driven teams will be encouraged to think in terms of quick wins to produce attainable, readily visible results which would be presented to local decision-makers, in order to seek their support and encouragement.



The action planning was a co-creative process, which has resulted in a well-based document with a set of viable solutions. It must be recognized and accepted by the key decision makers and political actors.

The Action Plan is based on a **shared vision of development of the PHS and joint implementation strategies in an agreed timeframe**. This implies establishing and strengthening of strong intermunicipal cooperation mechanisms and continuous networking and communication of all stakeholders, through the local PACT, meetings and of challenge-driven teams. **The three municipalities could further strengthen their cooperation through joint applications for funding and, hopefully, joint project implementation.**

Once the Action Plan is accepted by the challenge-driven teams (and, preferably adopted by the local government), a **mid-term work plan** should be created, including the dynamics of working together, planned joint sessions, expected results and timelines. Particular attention should be paid to the fact that these teams consist of the representatives of the public, private, civil sector and academia from 2 or 3 PHS Vojvodina municipalities (some planned actions will include all three LSGs and some will be performed solo (by individual local communities) or by 2 out of 3 of them. Responsibility should be shared and further detailed for the challenges related to each specific action (or sub-action) in the Action Plan.

## Meaning and value of local cultural heritage Actions for European history and culture

Many of the assets presented in this plan include heritage sites of European and global significance. Vojvodina Region has been at the crossroads of many different cultures and has cherished ethnic diversity and multilingualism over centuries. The actions proposed as a part of the specific objectives 2 and 3 are aimed at throwing a new light on the tangible and intangible assets of PHS Irig – Sremski Karlovci – Bač, in order to give them a new cultural and circular economic value through contemporary interpretations of heritage meaning and through focusing on the sensorial and spiritual experience of the PHS heritage.

**Fruška Gora** has been included in the [European Culture Routes: Roman Emperors and Danube Wine Route - Middle Danube](#). At the same time, in 2020, Serbia proposed UNESCO to include these Fruška Gora's assets in their [Cultural Heritage Tentative List "Frontiers of the Roman Empire – The Danube Limes](#).

**Bač Fortress** is on the [UNESCO tentative Heritage List](#). The picturesque historical landscape includes the **Bač Fortress, the Franciscan Monastery, the Bodjani Monastery, the Turkish Bath (Hamam) and several water canals**. [Bačko Podunavlje](#) is another widely recognized natural asset, already listed as [UNESCO Biosphere Reserve](#).

**Sremski Karlovci**. Thanks to its extraordinary natural wealth, the Kovilj-Petrovaradin marshes were declared the [Important Bird Area \(IBA<sup>9</sup>\)](#) in 1989, and in 2004 it was included in the [list of significant water-related protected areas in the Danube basin \(ICPDR2\)](#). This wetland is also one of the potential candidates for the [Ramsar List of Wetlands of International Importance](#).

New values and meaning will be given to the listed existing tangible and intangible assets by proposing actions in the following heritage innovation areas:

<sup>9</sup> Important Bird Area

HERITAGE INNOVATION AREA	IRIG	SREMSKI KARLOVCI	BAČ
<b>Sensorial Experience</b>	Wine tourism Spa tourism Gastronomic tourism Wellness tourism Sports and recreation	Wine tourism Creative entrepreneurship Medicinal plant therapy Tasting various flavours Hiking tours through Fruška Gora	Creative tourism inspired by the diversity of tradition (traditional culture, gastronomy, customs, music, folklore, old crafts) Zero kilometres Bač Bač's fragrant legacy
<b>Contemporary Meaning of Heritage</b>	Vrdnik Tower Historical Centre Irig Wine street, application 4 Dragonladies Krusedol Irish deck	City of Museums and Archives Herbarium Archaeological Map – Roman Fortress + King's Hill / King Dragutin	Little Guides City - Open Museum Modern technologies Backa Novo Selo – German heritage) Convent of the Nuns Old Mill Murals (street art)
<b>Natural Heritage</b>	* Fruska Gora marathon – connects all localities Hopovo – the story of the wine line Monasteries N. and S.Hopo Agri products of monasteries Farming monastery Source (cosmetics) - sulphur Building for accommodation (private + monastery) Trim track – mobilisation required Lazin vir Proximity to Vrdnik Medicinal herbs Jaczak water Moss fields Monasteries S.Hopovo (Dositej's Path) Grgeteg Geo Site Lake (4.7 miles)	Karlovac vineyards Workshops Gastronomy Wine tourism History – Cultural Heritage Kraljevo Breg Mr Viewpoint Linking King's Hill to Grgeteg Fortress as a show The hidden side of the Danube Koviljsko-Petrovaradin rhythm Hidden beaches Adrenaline canoe, bike...) “Koh Cheng” Island Flora and fauna Medicinal herbs Rare animal species species of birds 60 species of mammals Lipo's forest Lipov Honey	Water Resources RB "Backo Podunavlje" (includes all water resources Danube, Canal DTD, Lakes Fishing Camping on the lake and the Danube Cycling (Cyclo Bac man.) Walking tours Water sports Natural reservations (Karadjordjevo, Vranjak, hunting grounds, Ristovača) Adrenaline sports (paint ball, track...) Franciscan monastery Didina house, Ž Fortress Art colonies in Plavna Hunting experience Equestrian Sport Api therapy ŽTrainings for cultivation and processing of herbs and organic herbs Culinary training Broomstick craft and cheese produced
<b>Rural co-living</b>	Villages nearby Future of EU villages	Sremski Karlovci do not have any villages on their territory,	Dida's house Workshops of old crafts and gold embroidery

	<p>Learning about heritage, tradition and the former way of living.</p> <p>Competitive / challenges / races, games without borders environment - Educational / processes on natural cycles in the garden</p> <p>Modern fitness and garden ingredients / gardening / Getting a real sense of rural co-living and authentic experience.</p> <p>3. Sustainable households, modern nomads (families)</p> <p>Student cooperatives (expanded activities).</p>	<p>Content that "retains" visitors for more than 2-3 hours "Outsourcing" through rural households – Diffuse urban experience</p> <p>Sensory experience in natural environment / Civic/romantic content</p> <p>ETNO vs. ECO is not relevant for Sremski Karlovci.</p> <p>There are weekend houses and Fruška Gora in the vicinity which can offer experience in the natural environment.</p>	<p>(traditional craft). Cultural manifestations</p> <p>Manufacturer networking</p> <p>Strawberry cooperative</p> <p>Culinary experience</p> <p>Ranch in Berava – Fishing</p> <p>Old crafts /broom making.</p> <p>Blackberry picking</p> <p>Gingerbread production</p> <p>Honey products</p> <p>Education in the country and the experience of the village</p> <p>Diffuse tourism</p> <p>Museums Food</p> <p>Multicultural coexistence</p>
<b>Spiritual experience of heritage (Spiritual Travel Experience)</b>	<p>17 Orthodox Monasteries</p>	<p>Patriarchy residence</p> <p>Orthodox Cathedral</p> <p>Karlovci Theological School</p> <p>Roman Catholic Church</p> <p>Virgin Mary Monastery</p> <p>Chapel of Peace</p>	<p>Bodjani Monastery</p> <p>Franciscan Monastery</p> <p>12 Churches (4 Orthodox, 1 Evangelist and 7 Catholic)</p>

## Discovering the “beyond” in circular cultural tourism (how Actions address other economic sectors and residents’ needs)

The actions proposed in the Action Plan include the following **circularity** aspects:

- Rehabilitation and revitalization of urban areas and reduction of traffic in the centre (e.g., pedestrian street)
- Restoration and rethinking of the historic and cultural heritage, storytelling (e.g., the Legend of Four Dragon Ladies)
- Reduction of CO<sub>2</sub>, minimised use of fuel – walking, hiking and bicycles tours; non-pollutant, alternative means of transport around Fruška Gora natural heritage sites,
- Redesign/rethinking by making use of communication and information tools, digitalisation/development of IT solutions and clean technologies (e.g., mobile applications, virtual tours, storytelling, interactive maps - )
- Recycling and reuse of waste and use of natural materials (e.g., in rural hubs, souvenirs from recycled materials)
- Reuse and readaptation of village houses for the rural co-living and hub creation needs and strengthening capacities of property owners to accommodate visitors, business nomads and educational event attendees.

**Human-centred approach and Europeanisation.** Vojvodina is ethnically one of the most heterogeneous regions of Europe and there are more than 20 ethnic groups living in Vojvodina. According to the most recent 2011 census, Vojvodina has 1,931,809 inhabitants. The Serbs make the largest ethnic group, 66.7% of the total population. Hungarians make 13.0% and with a somewhat smaller proportion come the Slovaks, Croats, Roma and Romanians. Thus, as an ethnically and culturally diverse area, the PHS Vojvodina has specific community needs that need to be addressed, such as diverse confessions/ religious congregations, a need for education, signposting in multiple languages (6 different European languages are used in the PHS).

One particularly sensitive group – **youth** require special attention, as they do not have assets, they can hardly secure employment and often depend on the help of parents. This situation is further aggravated by young people living in areas away from larger cities, as well as young people without parental care, young people with disabilities, young people with developmental disorders, young Roma, young LGBT+ population. Observed in relation to the above average indicators for the EU-28, the position of young people in the labour market in Serbia is more unfavourable compared to their peers in the EU-28. The youth activity rate in 2019 in our Region is 47.0% and is 10% percentage points (p.p.) lower than in the average EU-28. The youth employment rate in 2019 is 36.9% and by 14% percentage points is lower than in the EU-28. The gender employment gap is 11.3 percentage points and is the result of the difference between the male employment rate - 42.4% and the female employment rate - 31.1%.

In the PHS, according to the National Statistics Office, there were only 22,7 % of self-employed **women** in Vojvodina in 2020, and only 15% of property owners in Vojvodina are women. Due to the collateral lack, women have additional difficulties to start and develop their own business. Women-owned businesses are still in the minority, and the hurdles faced by women who have embraced entrepreneurship are vast and often very different from those experienced by their male counterparts.

People with disabilities are another group that will be addressed through the actions. Their needs will be considered and integrated as a transversal issue throughout the action plan implementation, including local population and visitors.

## Why will our Action Plan be sustainable? Monitoring and evaluation

The concept of the Action Plan includes development of a support structure and network of organisations that would ensure sustainability of the Action Plan's outcomes and results. The entire ***Specific Objective 1: Introduction of Innovative Destination Management of the Pilot Heritage Site*** is oriented towards creation of monitoring and evaluation and reporting mechanisms that would generate the lessons learned and clear guidance to stakeholders in how to achieve the sustainability of actions and results.

The sustainability mechanisms include:

- Structure building and organisational development of advisory, learning and networking centres and co-creation hubs (**Action 1.1**)

- **Systematic improvement of communication aspects, branding, promotion and consultations with the stakeholders (Action 1.2)**
- **Establishment of databases, digitalisation and introduction of smart solutions, which would generate strong support systems and ensure real-time communication within the region (Action 1.3)**
- **Vertical with relevant legislation, policies and procedures, horizontal connections and clear ideas about the necessary infrastructure and how to approach it in an integrated manner** would make it easier to attract funding, by clearly demonstrating how each action and sub-action is related to higher level strategic visions and plans. In addition, this action will contribute to the fulfilment of the community needs, in line with the human-centred approach **(Action 1.4).**
- **The actions proposed business-solutions in the Specific Objective 2 have a clear link with the circularity principle and are highly innovative and based on digital transformation principles.** Thus, they are expected to be supported and funded through the national Innovation Fund, Horizon Europe, Western Balkans Innovation Fund (WBIF) and other funding vehicles which support co-creation and innovation.

**Monitoring at the output level.** Each sub-action contains clearly formulated, SMART output indicators, which will allow for the responsible persons/teams to monitor the project's implementation. Specifically, by sub-action **1.2.3 Development of an Annual Stakeholder Communication Plan, including informative, promotional and consultative activities and a Monitoring, Evaluation and Reporting Plan**, the monitoring and evaluation roles will be defined in terms of:

- Collecting baseline data related to the tangible or intangible assets at question,
- Responsibility for a specific action/sub-action monitoring,
- Output indicators to be monitored,
- Timelines for data collection (frequency and dynamics),
- Expected outcomes and results.

**Mid-term and final evaluation of outcomes and results.** At least one mid-term evaluation will be conducted in the course of the Action Plan implementation (2022-2027), and a final evaluation will be performed at the end. Since a number of the proposed actions go beyond the Be.CULTOUR project implementation, particular attention will be paid to the strengthening of the internal mechanisms for M&E.

**Monitoring of the action's outcomes and impact on tourism development.** Baseline values of key indicators will be established (in September 2022) and will continue to be monitored annually:

- By 2027, the number of visits to tourism organisation's websites increased by 20%.
- By 2027, at least 3 new electronic applications for tourists will be developed.
- By 2027, funding obtained for at least 10 new projects from the Action Plan
- By 2027, the number of visitors increased by 15%.
- By 2027, number of overnights increased by 15%
- By 2027, participation of tourism in local GDP increased by 5%.

European Tourism Indicators System for Sustainable Destination Management. will be applied for measuring: 1) improvement in destination management capacity, 2) economic value of the implemented actions, 3) social and cultural impact of the implemented actions, 4) environmental impact (circularity), 5) accessibility for different visitors and local community groups and individuals.

## Action Plan: Overview of actions and sub-actions

The Action Plan for Sustainable Cultural, Circular Tourism Development in the Pilot Heritage Site Vojvodina (Irig – Sremski Karlovci – Bač) has been prepared for based on the ex-ante analysis of the tangible and intangible assets, legal and strategic framework for cultural tourism development in the Republic of Serbia, Vojvodina and the municipalities of Irig, Bač and Sremski Karlovci.

The Action Plan includes three specific objectives, with 13 actions and a total of 55 sub-actions

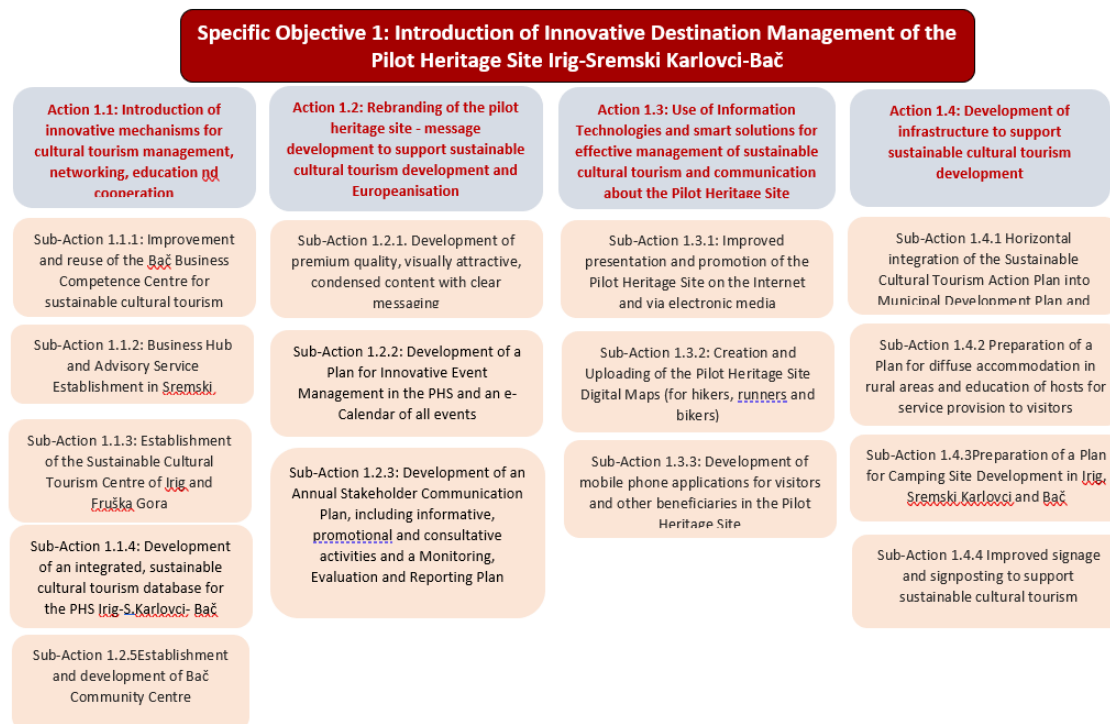


### Specific Objective 1: Introduction of Innovative Destination Management of the Pilot Heritage Site

This objective includes creation and introducing of the key prerequisites for sustainable, circular tourism development and includes four interrelated actions, with well integrated sub-actions aimed at:

- Ensuring the stakeholders' involvement, networking, exchange of experience, cooperation and co-creation (Action 1.1)
- Rebranding and creation of key messages to better promote sustainable cultural tourism, which relies on circular economy, human-centred approach (cognition of cultural diversity, community needs and accessibility requirements) and European values (Action 1.2)
- Digital transformation aspect through improved use of new technologies, smart solutions and application for cultural, circular tourism purposes (Action 1.3)
- Development of the necessary infrastructure to support the innovative actions and circular business solutions, in line with the strategic and legal framework (Action 1.4)





### Action 1.1: Introduction of innovative mechanisms for cultural tourism management, networking, education, co-operation and co-creation

The new approach to cultural tourism development and management includes novel concepts that need to be adopted and implemented by the PHS stakeholders. But first, it is necessary to adopt viable mechanisms for stakeholders' capacity development within the PHS. Establishment of competence centres, innovation hubs, learning centres in three municipalities would promote exchange of experience, interactive sessions, learning by doing and opportunities for networking, education, co-operation and co-creation among the public, civil, private sector and academia. The co-learning and co-creation process will take into account the existing cultural diversity in the PHS and will apply the highest inclusion standards – adequate representation of women, youth, older people, etc.

The educational activities will be especially aimed the young, as well as all actively involved stakeholders in order to raise their awareness on Europeanisation and increase the understanding of the common history of Europe. The innovative mechanisms for cultural tourism management, networking and education will be applied in order to cherish a sense of belonging to the European common space and better understanding how the PHS Vojvodina's diverse heritage is a part of shared European standards and values. Various forums, networking and training events will be used to promote cultural diversity and creativity, introduce the concept and benefits of the [European Heritage Label](#).

The Instrument for Pre-Accession III (IPA III), puts a special emphasis on creating further opportunities for the youth, including young professionals, while ensuring that such opportunities contribute to socioeconomic development.

The innovative mechanisms proposed as a part of this action will also focus on good neighbourly relations and regional cooperation, as the essential elements of the enlargement process. Action 1.1 contributes to the advancement of regional, macro-regional and

cross-border co-operation and territorial development, in line with the EU macro-regional strategies. Those programmes should, also, further contribute to the high visibility of assistance

With regards to the circularity principle, wherever possible, the existing facilities will be refurbished and reused, while the new concepts, innovative approach to cultural tourism management, learning, co-creation and participation in projects will be developed and tested. Development of the concept will be one of the first activities in the process of Action Plan implementation.

#### Sub-Action 1.1.1: Improvement and reuse of the Bač *Business Competence Centre* for sustainable cultural tourism purposes

<b>Timeframe:</b>	January 2023 – December 2025
<b>Challenge:</b>	The EU pre-accession requirements put a strong emphasis on education, networking, capacity development of youth, diversity management, inclusion, innovation and good neighbourly relations, including cross-boundary and cross-border co-operation projects. Currently, Bač lacks a viable mechanism which would support education, networking of resources and co-operation on co-creating innovative tourism offers and products.
<b>Asset:</b>	Reconstructed, refurbished and fully operational facility of the former <i>Business Competence Centre</i> , ready for use. To date, the Centre has been underused and its purpose should be rethought. Established in the form of a civil society organisation (CSO). The members of the CSO are experienced in project proposal writing, development and implementation.
<b>Innovation Area:</b>	Contemporary meanings of heritage
<b>Target group:</b>	Local stakeholders in tourism: young people, women entrepreneurs, providers of services in tourism (physical or legal entities), rural households, CSOs, tourism-related businesses, business-support organisations, business service providers
<b>Responsible:</b>	<b>CSO Business Competence Centre</b>
<b>Collaborators:</b>	Bač Tourism Organisation (TO), Regional Development Agency Bačka, local CSOs, local SMEs Sremski Karlovci <i>Business Hub</i> and Advisory Service, <i>Sustainable Cultural Tourism Centre of Irig Municipality and Fruška Gora</i>
<b>Raw budget estimation:</b>	47,000 EUR (annually, for operational costs)
<b>Funding source</b>	Vojvodina Provincial funds, EU Cross-Border-Co-operation, EU IPA III funds



<b>Other resources needed:</b>	External expertise, local media, printing
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By September 2022, adopted Action Plan for Cultural, Circular Tourism Development for the PHS Irig-Sremski Karlovci-Bač.</li> <li>• By September 2023, developed and adopted Annual Training Plan for 2024.</li> <li>• By November 2023 developed Annual Plan and Programme of Stakeholder Education in PHS Irig-Sremski Karlovci-Bač.</li> <li>• By September 2023, selected pool of at least 10 trainers in different tourism innovation topics.</li> <li>• By March 2024, obtained operational grant for the period 2024-2025</li> <li>• By December 2024, delivered at least 10 training workshops.</li> <li>• By December 2024, at least 200 participants – at least 50% of the participants are women.</li> <li>• By December 2024, developed Communication Plan, with informational, promotional and consultative activities.</li> <li>• By December 2024, established website of the organisation.</li> <li>• By December 2024, prepared multilingual brochure on the <i>Business Competence Centre</i> in at least three languages.</li> <li>• By December 2025 implemented promotional activities (5 TV appearances, 5 articles in printed or electronic media, 1 promotional video).</li> <li>• By December 2025, the <i>Business Competence Centre</i> participates in at least one international assistance project aimed at cultural tourism innovation (CBC, or similar), including culturally diverse groups, youth and women from urban and rural Bač.</li> <li>• By December 2025, <i>Bač Business Competence Centre</i> has supported at least two human-centred and/or Europeanisation related projects.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 1.1.2: Business Hub Establishment in Sremski Karlovci

<b>Timeframe:</b>	January 2023 – December 2027
<b>Challenge:</b>	The EU pre-accession requirements put a strong emphasis on education, networking, capacity development of youth, diversity management, inclusion, rural and SME development projects. Currently, Sremski Karlovci lacks a viable mechanism which would support education, networking of resources, co-operation and co-creation of local SMEs and service providers in the area of tourism. At the moment, the Tourism Organisation of Sremski Karlovci (TOSK) supports the wine producers' hub, which should be expanded to include food producers, other SMEs, and put a greater focus on youth, women entrepreneurs

	and start-ups. A lack of interest and motivation of SME owners might be another challenge.
<b>Asset:</b>	Winery Hub run by the TOSK – premises with paid operational costs (coverage for 30% of monthly expenses)
<b>Innovation Area:</b>	Sensorial experience of heritage Contemporary meanings of heritage
<b>Target group:</b>	Young entrepreneurs, women entrepreneurs, start-up owners
<b>Responsible:</b>	<b>Tourism Organisation of Sremski Karlovci (TOSK)</b> <b>Local Economic Development (LED) Unit of Sremski Karlovci Municipality</b>
<b>Collaborators:</b>	Bač <i>Business Competence Centre</i> (as a best practice example), local CSOs, the Business Council, local SMEs, Regional Development Agency Srem, <i>Sustainable Cultural Tourism Centre of Irig Municipality and Fruška Gora</i>
<b>Raw budget estimate-on:</b>	min 16,900 EUR/max 25,598 EUR (annually, for operational costs)
<b>Funding source</b>	National and Vojvodina Provincial funds for SME and tourism development, municipal budget (30%), National Alliance for Local Economic Development (NALED), EU Cross-Border-Co-operation, EU IPA III funds, local SMEs' financial participation
<b>Other resources needed:</b>	External expertise, operational grant (costs of Business Hub running and salaries), cooperation with Bač <i>Business Competence Centre</i>
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By September 2022, adopted Action Plan for Cultural, Circular Tourism Development for the PHS Irig-Sremski Karlovci-Bač.</li> <li>• By November 2023 developed Annual Plan and Programme of Stakeholder Education in PHS Irig-Sremski Karlovci-Bač.</li> <li>• By January 2024, developed Business Plan for the Hub, including the membership scheme.</li> <li>• By March 2024, established list of members.</li> <li>• By March 2024, obtained operational grant for the period 2024-2025, to cover 70% of the operational costs.</li> <li>• By June 2024, developed Communication Plan, with informational, promotional and consultative activities.</li> <li>• By December 2024. established <i>Business Hub</i> webpage within the TOSK website.</li> <li>• By December 2025, the <i>Business Hub</i> participates in at least one international assistance project aimed at cultural tourism innovation (CBC, or similar), including culturally diverse groups, youth and women and start-ups from Sremski Karlovci.</li> <li>• By December 2027, the <i>Business Hub</i> has supported at least three circular tourism projects.</li> </ul>

<b>Hackathon</b>	No
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### Sub-Action 1.1.3: Establishment of the Sustainable Cultural Tourism Centre of Irig Municipality and Fruška Gora

<b>Timeframe:</b>	September 2024 – December 2027
<b>Challenge:</b>	The EU pre-accession requirements put a strong emphasis on education, networking, capacity development of youth, diversity management, inclusion, rural and SME development projects. A large part of the Fruška Gora National Park and its natural heritage is on the territory of Irig municipality. 16 monasteries scattered around the National Park, as are the numerous wineries and gastronomic points. Currently, Irig is faced with a number of challenges in destination management, which requires day-to-day co-operation and coordination with national level stakeholders (both Fruška Gora and the monasteries are national assets, Serbian Orthodox Church, and the private sector – owners of restaurants and wineries on the territory of Irig). Irig currently lacks an integrated mechanism which would support integrated destination management, educational activities, networking, co-operation and a participatory co-creation process.
<b>Asset:</b>	Fruška Gora National Park 16 Fruška Gora monasteries Wineries, inns and restaurants on Irig's territory
<b>Innovation Area:</b>	Sensorial experience of heritage Introduction of contemporary meanings of heritage Spiritual experience Rural-co living Human-centred approach Circular tourism
<b>Target group:</b>	Owners of wineries, inns and restaurants, young entrepreneurs, women entrepreneurs
<b>Responsible:</b>	<b>Irig Tourism Organisation (TO)</b> <b>Local Economic Development (LED) Unit of Irig Municipality</b>
<b>Collaborators:</b>	National and Provincial Authorities in charge of Fruška Gora National Park, Regional Development Agency Srem, local SMEs, Bač <i>Business Competence Centre</i> , Sremski Karlovci <i>Business Hubs and Advisory Service</i> .
<b>Raw budget estimation:</b>	Approximately 25.000 EUR (annually, for operational costs)
<b>Funding source</b>	National and Vojvodina Provincial funds for SME and tourism development, municipal budget (30%), National Alliance for Local

	Economic Development (NALED), EU Cross-Border-Co-operation (CBC), EU IPA III funds, local SMEs' financial participation
<b>Other resources needed:</b>	External expertise, operational grant (costs of Irig and Fruška Gora Tourism Centre operations)
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By September 2022, adopted Action Plan for Cultural, Circular Tourism Development for the PHS Irig-Sremski Karlovci-Bač.</li> <li>• By November 2023 developed Annual Plan and Programme of Stakeholder Education in PHS Irig-Sremski Karlovci-Bač.</li> <li>• By January 2024, prepared Action Plan for Irig and Fruška Gora Tourism Centre development</li> <li>• By September 2024, obtained operational grant for the period 2024-2025, to cover 70% of the operational costs.</li> <li>• By June 2024, developed Communication Plan, with informational, promotional and consultative activities.</li> <li>• By December 2024. established <i>Sustainable Cultural Tourism Centre of Irig Municipality and Fruška Gora</i> webpage within the TO Irig website.</li> <li>• By December 2025, <i>Sustainable Cultural Tourism Centre of Irig Municipality and Fruška Gora</i> participates in at least one international assistance project aimed at cultural tourism innovation (CBC, or similar), including culturally diverse groups, youth and women and start-ups from Irig.</li> <li>• By December 2028, <i>Sustainable Cultural Tourism Centre of Irig Municipality and Fruška Gora</i> has supported at least three circular tourism projects.</li> <li>• By 2028, Fruška Gora has become a candidate for the <i>European Heritage Label</i>.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 1.1.4: Development of an integrated, sustainable cultural tourism database for the PHS Irig-Sremski Karlovci- Bač

<b>Timeframe:</b>	September 2022 – December 2025
<b>Challenge:</b>	Well-established databases and updated information are prerequisites for sustainable cultural and circular tourism and proper tourism destination management. This includes demographic, socio-economic data, including tourism assets/locations, infrastructure, etc. However, the current databases are not complete, they lack integrity and are not regularly updated. Moreover, data is not properly shared among the macro, meso and micro levels.
<b>Asset:</b>	Existing databases at the national level Existing databases of Irig, Sremski Karlovci and Bač municipalities
<b>Innovation Area:</b>	Contemporary meanings of heritage

<b>Target group:</b>	National level institutions Local community members Interested visitors
<b>Responsible:</b>	<b>Tourism organisations of Irig, S. Karlovci and Bač municipalities</b> <b>Municipal administrations of Irig, S. Karlovci and Bač (Local Economic Development Units)</b>
<b>Collaborators:</b>	National level institutions Provincial institutions in charge of tourism and protection of heritage Regional development agencies Civil society organisations National Statistics Office
<b>Raw budget estimation:</b>	60,000 – 80,000 EUR
<b>Funding source</b>	National funding, Vojvodina Provincial funds, EU IPA III funds, bilateral donor funding
<b>Other resources needed:</b>	Competent human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2022, all existing databases mapped and assessed.</li> <li>• By December 2022, mapped and established all relevant data sources at the macro, meso and micro level.</li> <li>• By June 2023, established communication and regular flow of data between municipalities and higher level institutions</li> <li>• By September 2025, regularly, at least annually updated database of all cultural assets and tangible heritage in the PHS Irig-S.Karlovci-Bač.</li> <li>• By September 2025, complete databases of cultural and socio-economic aspects in the PHS Irig-S.Karlovci-Bač created and regularly updated and maintained.</li> <li>• By September 2025, continuous conversion of data into machine-readable format allows for data opening at the <a href="#">Open Data Portal</a> of the Republic of Serbia.</li> <li>• By December 2025, at least 10 sets of data are standardised in open format, digitalised and visualised (if applicable, for geospatial data).</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 1.1.5: Establishment and development of *Bač Community Centre*

<b>Timeframe:</b>	January 2023 – December 2026 (36 months)
<b>Challenge:</b>	Bač Municipality lacks adequate community space, where local agricultural producers, small businesses, young creative people and women entrepreneurs would exhibit and offer their craft work,

	agricultural products and food to the community members and visitors. This would be a common area/facility where visitors and tourists could spend some time and learn about the community dynamics and everyday life, promote cultural diversity, inclusion and Europeanisation.
<b>Asset:</b>	Old school facility <i>Cvrčak</i> (in poor conditions) Project document (currently developed)
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage Rural co-living
<b>Target group:</b>	Children, young people and women Tourists, visitors
<b>Responsible:</b>	<b>Bač Municipality</b> <b>Museum Unit <i>Vekova Bač</i></b> <b>Bač Tourism Organisation</b> Provincial institute for Heritage Protection and Conservation
<b>Collaborators:</b>	CSO <i>Kolevka Bač</i> Vocational high school for agriculture
<b>Raw budget estimation:</b>	Approximately 1,2 million EUR
<b>Funding source</b>	National funding, Vojvodina Provincial funds, EU IPA III funds, bilateral donor funding
<b>Other resources needed:</b>	Project documents for construction works Implementer of construction works Creative human resources Visual designers
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By January 2023, completed architectural design based on the idea solution.</li> <li>• By June 2023, obtained construction permit.</li> <li>• By December 2025, completed construction works.</li> <li>• By June 2026, completed space design</li> <li>• By June 2026, prepared Community Work Programme</li> <li>• By November 2026, designed and delivered at least 5 training events and workshops for the community's stakeholders who are directly or indirectly involved in the Community Centre's activities.</li> </ul>
<b>Hackathon</b>	No

## Action 1.2: Rebranding of the pilot heritage site - message development to support human-centred, sustainable, circular tourism and Europeanisation

Sustainable cultural tourism based on the modern principles of circularity, human-centredness and European values and principles requires rebranding of the pilot heritage site, by moving away from the outdated destination-centred practices. Such approach, also, requires new message development that would be focused on the economic gain, consideration of the community needs and creation of messages in all languages in use in the PHS and at least 4 European languages (in line with the European Heritage Label requirement.)

### Sub-Action 1.2.1. Development of premium quality, visually attractive, condensed content with clear messaging

<b>Timeframe:</b>	January 2023 – December 2024
<b>Challenge:</b>	The current approach to destination management and promotion of tourism sites and events might be outdated. In addition, it is necessary to create an adequate visual identity and messaging for the Pilot Heritage Site Irig-Sremski Karlovci-Bač.
<b>Asset:</b>	The current tourism product and existing services in the Pilot Heritage Site Irig-Sremski Karlovci-Bač
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Spiritual experience Rural-co living
<b>Target group:</b>	Local communities of Irig, Sremski Karlovci and Bač Tourists Visitors
<b>Responsible:</b>	<b>Irig Tourism Organisation (TO) and Municipal Administration Sremski Karlovci Tourism Organisation (TOSK) and Municipal Administration Irig Tourism Organisation (TO) and Municipal Administration</b>
<b>Collaborators:</b>	National and Provincial Authorities in charge of tourism development Regional Development Agency Srem, Bač <i>Business Competence Centre</i> , Sremski Karlovci <i>Business Hubs and Advisory Service</i> .
<b>Raw budget estimation:</b>	250,000 EUR
<b>Funding source</b>	National and Vojvodina funds, EU IPA III funds, bilateral donors
<b>Other resources needed:</b>	Graphic design Communication experts
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By September 2023, created visual identity of the PHS Irig-S.Karlovci-Bač (created graphic book, logo, etc., website design).</li> </ul>

	<ul style="list-style-type: none"> <li>• By December 2023, developed key messages for the PHS promotion.</li> <li>• By November 2024 implemented new visual design in electronic media (municipal websites, regional agencies, provincial electronic media).</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 1.2.2: Development of a Plan for Innovative Event Management in the PHS and an e-Calendar of all events

<b>Timeframe:</b>	January 2023 – December 2024
<b>Challenge:</b>	Organisation of events and festivals and popularisation of tourism manifestations could be significantly improved, if approached jointly by the three PHS municipalities.
<b>Asset:</b>	<p>Venues for current and potential events: City Park Bač, Bač Fortress, Lake Provala, Fruška Gora, Vrdnik</p> <p>Competent human resources</p> <p>Currently existing manifestations and festival: European Heritage Days, Days of Strawberry and Honey. Bač Kulen and Sausage Festival, Bač Pot (Bački kotlić), Cyclo Bač, etc. (a database of events, festivals and other manifestations is available).</p>
<b>Innovation Areas:</b>	<p>Sensorial experience of heritage</p> <p>Contemporary meanings of heritage</p> <p>Nature as heritage</p> <p>Rural co-living</p> <p>Spiritual experience of heritage</p>
<b>Target group:</b>	<p>Local communities of Irig, Sremski Karlovci and Bač</p> <p>Tourists</p> <p>Visitors</p>
<b>-Responsible:</b>	<p><b>Irig Tourism Organisation (TO)</b></p> <p><b>Sremski Karlovci Tourism Organisation (TOSK)</b></p> <p><b>Irig Tourism Organisation (TO)</b></p> <p><b>CSO <i>Cradle of Bač</i>, counterpart CSOs from S. Karlovci and Irig</b></p>
<b>Collaborators:</b>	<p>Municipal administrations of Irig, S. Karlovci and Bač</p> <p>Local civil society organisations</p> <p>Local SMEs</p> <p>Primary and secondary schools in 3 municipalities</p>
<b>Raw budget estimation:</b>	35,000 EUR
<b>Funding source</b>	National and Vojvodina funds, municipal budget



<b>Other resources needed:</b>	Human resources: IT expert-programmer, graphic designer
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By September 2023, fully updated list of current manifestations in each LSGs.</li> <li>• By September 2023, developed Plan for Innovative Event Management in the PHS.</li> <li>• By November 2024, developed, posted on the TO and municipal websites and regularly updated integrated eCalendar of PHS Irig-S.Karlovcı-Bač Events.</li> </ul>
<b>Hackathon</b>	No

**Sub-Action 1.2.3: Development of an Annual Stakeholder Communication Plan, including informative, promotional and consultative activities and a Monitoring, Evaluation and Reporting Plan**

<b>Timeframe:</b>	January 2023 – December 2023, annually
<b>Challenge:</b>	Management of sustainable circular tourism processes, products, services, events, etc. Needs to be well communicated among stakeholders in the PHS.
<b>Asset:</b>	Established co-operation and co-creation process among three municipalities within the PHS
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Local communities of Irig, Sremski Karlovci and Bač Tourists Visitors
<b>Responsible:</b>	<b>Irig Tourism Organisation (TO), Municipal Administration, <i>Business Competence Centre</i></b> <b>Sremski Karlovci Tourism Organisation (TOSK) and Municipal Administration, <i>Business Hub and Advisory Service</i></b> <b>Irig Tourism Organisation (TO) and Municipal Administration <i>Irig and Fruška Gora Tourism Centre</i></b>
<b>Collaborators:</b>	Local civil society organisations Local SMEs Primary and secondary schools in 3 municipalities
<b>Raw budget estimation:</b>	5,000 EUR

<b>Funding source</b>	Municipal Budget
<b>Other resources needed:</b>	Communication expert
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By October 2023, prepared first Communication Plan with clearly listed informational, promotional and consultative activities.</li> <li>• The Communication Plan prepared annually, serves as guidance to three municipalities in the development of sustainable cultural tourism.</li> <li>• By October 2023 and continuously, on annual basis, prepared Monitoring, Evaluation and Reporting Plan</li> <li>• The Communication, M&amp;E and Reporting Plan endorsed by stakeholders, each year.</li> </ul>
<b>Hackathon</b>	No

### Action 1.3: Use of Information Technologies and smart solutions for effective management of sustainable cultural tourism and communication about the Pilot Heritage Site

Digital transformation is one of the key requirements for the Republic of Serbia in the process of EU accession. It is based on the [EU Digital Agenda 2030](#) and the strategic framework for IT development and eGovernment of the Republic of Serbia (Programme for IT and eGovernment Development 2020-2022.) Other aspects which will be considered as a part of this action include data opening and use for the sustainable cultural tourism purpose, use of electronic media and the Internet for circular tourism promotion and improvement of the municipal and tourism organisations' websites for sharing information, promotion and consultations with stakeholders on important cultural, circular tourism matters.

The Action gives way to further development of the smart city concept and encouragement to young IT companies to get engaged in development of new applications for tourism purposes, whereas the key role of the public sector and academia is to provide data, necessary for the IT systems to be fed.

#### Sub-Action 1.3.1: Improved presentation and promotion of the Pilot Heritage Site on the Internet and via electronic media

<b>Timeframe:</b>	January 2024 – December 2028, continuously
<b>Challenge:</b>	Digitalisation and introduction of innovative technologies has been modestly introduced at the local level. The action should lead to increased digital competencies and smart solutions that would improve both destination management and tourism products of the PHS.
<b>Asset:</b>	Tangible heritage sites and assets Existing infrastructure CSOs engaged in cherishing and promoting cultural heritage of diverse communities.

<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Spiritual experience of heritage
<b>Target group:</b>	Young people, families with children, visitors, foreigners, digital nomads
<b>-Responsible:</b>	<b>Cultural Ethnic Club <i>Iskon</i> Bač</b>
<b>Collaborators:</b>	Municipal administrations and tourism organisations of Irig, S.Karlovcı and Bač Local civil society organisations Private sector – IT
<b>Raw budget estimation:</b>	700.000 EUR
<b>Funding source</b>	National and Vojvodina funds (e.g., Serbia's Innovation Funds, EU IPA III, bilateral donors, municipal budget
<b>Other resources needed:</b>	Human resources: IT expert-programmer, graphic designer
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2025, redesigned websites of Tourism Organisations for the 3 LSGs,</li> <li>• By December 2025 and on, all website contents offered in English language and at least two other European languages.</li> <li>• By December 2026, developed Portal for joint representation and promotion of the Pilot Heritage Site Irig-S.Karlovcı-Bač, in Serbian language and at least 5 other European languages.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 1.3.2: Creation and Uploading of the Pilot Heritage Site Digital Maps (for hikers, runners and bikers)

<b>Timeframe:</b>	January 2024 – December 2028, continuously
<b>Challenge:</b>	Digitalisation and introduction of innovative technologies has been modestly introduced at the local level. The action should lead to increased digital competencies and smart solutions that would improve both destination management and tourism products of the PHS.
<b>Asset:</b>	Tangible heritage sites and assets Existing infrastructure Paths for hikers and runners Bicycle paths Rest areas Souvenir shops Info desks, signage

	Viewpoints
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Nature as heritage Rural co-living Spiritual experience of heritage-
<b>Target group:</b>	Young people, families with children, visitors, foreigners, digital nomads
<b>-Responsible:</b>	<b>CSO „Bač in Bačka's Heart“, counterpart CSOs in Irig and Sremski Karlovci</b>
<b>Collaborators:</b>	Municipal administrations and tourism organisations of Irig, S.Karlovci and Bač Local civil society organisations Private sector – IT
<b>Raw budget estimation:</b>	500.000 EUR
<b>Funding source</b>	National and Vojvodina funds (e.g., Serbia's Innovation Funds, EU IPA III, bilateral donors, Western Balkans Innovation Fund, Horizon Europe, private sector IT participation (in-kind)
<b>Other resources needed:</b>	Human resources: IT expert-programmer, graphic designer
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2024, data collected and made available to the private sector in open format.</li> <li>• By December 2025 partnerships established with interested IT companies.</li> <li>• By December 2027, developed interactive digital maps of the PHS in at least three European languages.</li> <li>• By 2028, the number of foreign visitors increased for at least 15% compared to the baseline year (2023)</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 1.3.3: Development of mobile phone applications for visitors and other beneficiaries in the Pilot Heritage Site

<b>Timeframe:</b>	January 2024 – December 2028, continuously
<b>Challenge:</b>	Digitalisation and introduction of innovative technologies has been modestly introduced at the local level. The action should lead to increased digital competencies and smart solutions that would improve both destination management and tourism products of the PHS. Accessibility for people with disabilities should be improved.

	Mobile applications should be developed in line with the Europeanisation principles – accessible in as many EU languages as possible.
<b>Asset:</b>	Tangible heritage sites and assets in the PHS
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage
<b>Target group:</b>	Young people, IT companies, testers, visitors, foreign tourists, digital nomads
<b>Responsible:</b>	<b>Municipal administrations (for availability in open data) and the interested private sector (IT)</b>
<b>Collaborators:</b>	Tourism organisations of Irig, S.Karlovcı and Bač Local civil society organisations
<b>Raw budget estimation:</b>	1 million EUR
<b>Funding source</b>	Serbia's Innovation Fund. EU IPA III, bilateral donors, Western Balkans Innovation Fund, Horizon Europe, private sector IT participation
<b>Other resources needed:</b>	Resources for data collection and preparation of data sets in machine readable format
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2024, data collected and made available to the private sector in open format.</li> <li>• By December 2025 partnerships established with interested IT companies.</li> <li>• By December 2027, developed at least three different mobile phone/smart solutions (minimum one per municipality) in at least 3 different European languages.</li> <li>• By 2028, the number of foreign visitors increased for at least 15% compared to the baseline year (2023)</li> </ul>
<b>Hackathon</b>	No

#### Action 1.4: Development of infrastructure to support sustainable cultural tourism development

The Action Plan cannot be implemented without the fulfilment of some key prerequisites and preconditions for sustainable cultural tourism development. Some of the initial sub-actions, in this respect, include harmonisation of document at the PHS level, vertical alignment with higher level documents and horizontal alignment with the relevant sectoral policies and the Sustainable Development Goals (in particular, the „Leave no one behind“ Principle.

There are also sub-actions which require feasibility studies and preparation of plans for introduction of innovative tourism infrastructure, such as diffuse museum and diffuse accommodation concept, rehabilitation and modernisation of the existing camping sights.

Tourism signage and signposting in EU languages, including the aspects of contemporary meaning of heritage and sensorial experience are also seen as innovation-based activities.

#### Sub-Action 1.4.1 Horizontal integration of the Sustainable Cultural Tourism Action Plan into Municipal Development Plan and Spatial Plan in PHS Municipalities

<b>Timeframe:</b>	September 2022 – December 2023
<b>Challenge:</b>	The Action Plan for Sustainable Cultural Tourism needs to be aligned with the municipal strategic, policy and urban planning documents.
<b>Asset:</b>	Valid strategic, policy and urban planning documents of the municipalities of Irig, Sremski Karlovci and Bač
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Local community Municipal administration
<b>-Responsible:</b>	<b>Local economic development unit, municipal decision makers</b>
<b>Collaborators:</b>	Tourism organisations of Irig, S.Karlovci and Bač Local stakeholders
<b>Raw budget estimation:</b>	/
<b>Funding source</b>	Municipal budget
<b>Other resources needed:</b>	/
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2022, all strategic, policy and urban planning documents analysed in a participatory process and recommendations provided for the integration of tourism development into overall sustainable development of the PHS municipalities.</li> <li>By December 2023, all documents aligned with the key strategic and policy documents and urban plans.</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 1.4.2 Preparation of a Plan for diffuse accommodation in rural areas and education of hosts for service provision to visitors

<b>Timeframe:</b>	September 2022 – December 2025
<b>Challenge:</b>	The communities in PHS lack accommodation capacities in rural areas (especially Bač). Irig has a concentrated accommodation offer in Vrdnik, but has a need for diffuse-type lodging facilities. Rural household owners do not have sufficient capacities, knowledge and skills for product development and service provision. The sub-action is relevant for Bač and Irig (Sremski Karlovci municipality is 100% urban – officially, it has no rural areas).
<b>Asset:</b>	Private accommodation owners and in rural areas Households in rural area willing to become providers of accommodation
<b>Innovation Areas:</b>	<b>Rural co-living</b> Sensorial experience of heritage Nature as heritage Spiritual experience of heritage
<b>Target group:</b>	Owners of rural households Digital nomads Families and individuals interested in rural co-living
<b>Responsible:</b>	<b>Local economic development units of the Municipalities of Irig and Bač</b> <b>Tourism organisations of the PHS municipalities</b> <b>Future diffuse accommodation providers</b>
<b>Collaborators:</b>	Relevant national and provincial level institutions Local stakeholders: CSOs engaged in rural development, local SMEs
<b>Raw budget estimation:</b>	80.000 EUR
<b>Funding source</b>	National and Vojvodina funds (for rural development, EU IPA III, bilateral donors (GIZ, MASHAV, USAID).
<b>Other resources needed:</b>	External expertise in rural development, tourism, gastronomy
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2022, developed Plan for Diffuse Accommodation in Rural Areas.</li> <li>By December 2023, at least 100 rural household owners completed the training modules on diffuse accommodation concept, rural tourism development, rural co-living, rural product development, good quality service provision to visitors and participants in rural co-living.</li> </ul>

Hackathon	No
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#### Sub-Action 1.4.3: Preparation of a Plan for Camping Site Development in Irig, Sremski Karlovci and Bač

Timeframe:	September 2022 – December 2025
Challenge:	All three communities in PHS have designated camping site location; however, these sights need to be improved
Asset:	Camping sited in Bač, Sremski Karlovci (Stražilovo) and Irig (Vrdnik)
Innovation Areas:	Nature as heritage Rural co-living Sensorial experience of heritage
Target group:	Nature lovers Visitors who prefer basic, low-budget, affordable accommodation
Responsible:	<b>Local economic development units of the Municipalities of Irig and Bač</b> <b>Tourism organisations of the PHS municipalities</b> <b>Camping site managers</b>
Collaborators:	Relevant national and provincial level institutions Local stakeholders: CSOs, local SMEs
Raw budget estimation:	50.000 EUR
Funding source	National and Vojvodina funds (for rural development, EU IPA III, bilateral donors (GIZ, MASHAV, USAID).
Other resources needed:	External expertise in rural development, tourism, low-budget accommodation
Indicators for success	<ul style="list-style-type: none"> <li>By December 2022, developed Plan for Camping Site Development and introduction of new content and improved service provision; identified needs for rehabilitation and refurbishment.</li> <li>By December 2023, at least 50 participants trained in camping site development, environmental protection, and good quality service provision.</li> </ul>
Hackathon	No

#### Sub-Action 1.4.4: Improved signage and signposting to support sustainable cultural tourism

Timeframe:	January 2023 – December 2025
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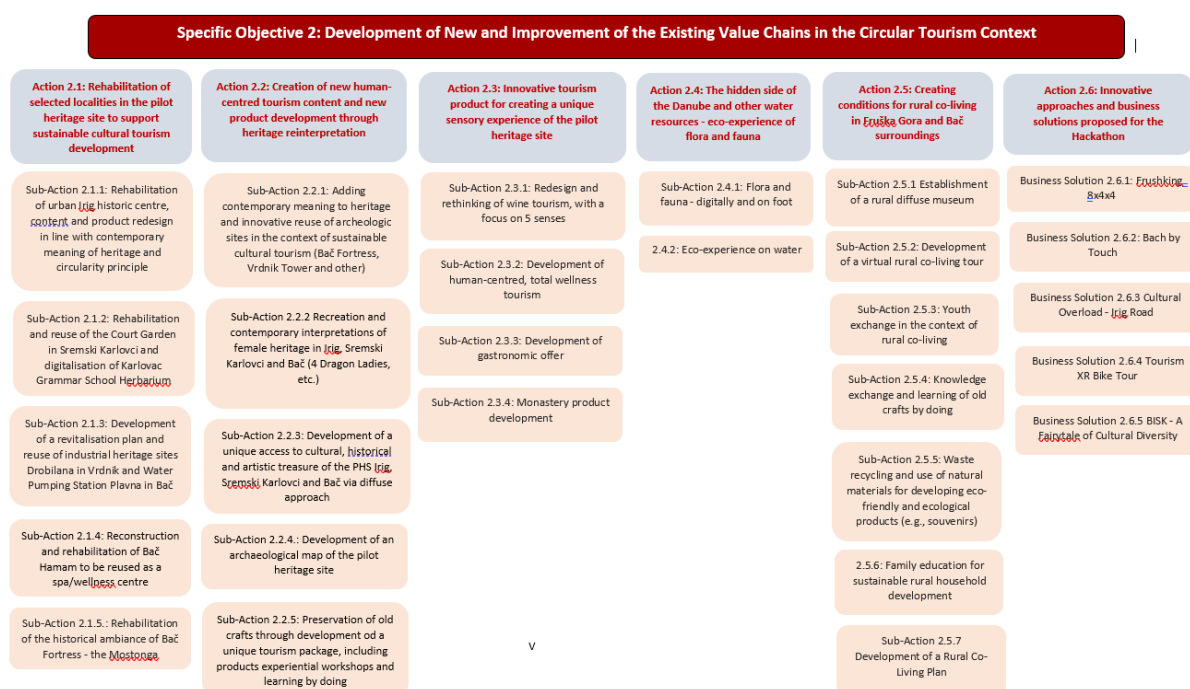


<b>Challenge:</b>	The quality of current signage for tourism (signalisation) should be assessed. The quality of current signs for tourists should be improved and aligned with the contemporary requirements in cultural tourism development. Signage should be implemented in line with the Europeanisation principles – available in at least three European languages, respectful of diversity and inclusive.
<b>Asset:</b>	Existing signs for tourists around the PHS
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Local community Municipal administration
<b>-Responsible:</b>	<b>Local economic development unit, municipal decision makers</b>
<b>Collaborators:</b>	Tourism organisations of Irig, S.Karlovcı and Bač Local stakeholders
<b>Raw budget estimation:</b>	100.000 EUR
<b>Funding source</b>	National and Vojvodina funds (for rural development, EU IPA III, bilateral donors (GIZ, MASHAV, USAID).
<b>Other resources needed:</b>	Relevant expertise
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2022, prepared plan for signage innovation.</li> <li>By December 2025, all signposts for tourist available in line with the Europeanisation principle.</li> </ul>
<b>Hackathon</b>	No

## Specific Objective 2: Development of New and Improvement of the Existing Value Chains in the Circular Tourism Context

This specific objective includes rehabilitation, revitalisation, content rethinking and ideas for reuse of the prioritised tangible and intangible assets in the context of circular economy. The assets will be physically reconstructed, giving **contemporary meaning to the heritage** (via new content, innovative interpretation, storytelling, new products and services). By focusing on the potential of **sensorial experience** there is an added circularity value, obtained through developing new products and service packages which are attractive to the 5 senses (winery-related sensations, such as wine-tasting, wine-making, walking through the vineyards; gastronomy, wellness tourism, etc.). Nature as heritage will also be developed through sub-actions aimed at new

interpretations of the flora and fauna of Fruška Gora and the Danube. It is important to note that the value chains that are intended to be developed within this specific objective are not aimed only at visitors, domestic and foreign tourists, but also to the **local population and their new interpretations and experience of their own cultural, historical, natural, industrial and religious heritage.**



## Action 2.1: Rehabilitation of selected localities in the pilot heritage site to support sustainable cultural tourism development

This action is aimed at rehabilitation, revitalisation, content rethinking and ideas for reuse of the prioritised tangible and intangible assets, by their physical reconstruction and by giving **contemporary meaning to the heritage** (via new content, innovative interpretation, storytelling, new products and services). The sub-actions include rehabilitation and revitalisation of Irig's historic centre, Court Garden and Herbarium in Sremski Karlovci, rethinking of the content and meaning of two industrial heritage sites (in Bač and Irig) and reusing them for artistic purposes.

Bač Fortress which has already been rehabilitated and proposed as candidate for the UNESCO heritage list will continue to be improved in line with Bač Development Programme (2022-2028) and the special spatial plan for this heritage site – however, the proposed sub-action within Action 2.1 includes adding new meaning and enriching the content in the Fortress, with the added value of the Mostonga Canal restoration (which would bring water back to the site. The rehabilitation of the old Turkish Hamam will give it contemporary meaning and will restore its original use as a spa center, to create a unique sensorial experience.

**Sub-Action 2.1.1: Rehabilitation of urban Irig historic centre, content and product redesign in line with contemporary meaning of heritage and circularity principle**

<b>Timeframe:</b>	January 2023 – December 2028
<b>Challenge:</b>	Irig has a rich cultural and historical heritage, which is not adequately presented to tourists. The physical look of Irig's historical centre should be rehabilitated and enriched with new content, to better serve the needs of sustainable cultural tourism. Ownership issues may arise regarding certain buildings in Irig's centre.
<b>Asset:</b>	Irig's historical centre: <ul style="list-style-type: none"> <li>- Wine cellars</li> <li>- Mihiz's House (Serbian writer)</li> <li>- Serbian Reading Room</li> <li>- Other assets in Irig's historical centre</li> <li>- Prepared technical documents for the project</li> </ul>
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage
<b>Target group:</b>	Owners of wine cellars, restaurants and cafes Tourists, visitors, local population
<b>Responsible:</b>	<b>Irig Municipality</b>
<b>Collaborators:</b>	Serbian Reading Room, owners of wine cellars, restaurants and cafes, Tourism organisation of Irig
<b>Raw budget estimation:</b>	TBD (approximately 2 million EUR)
<b>Funding source</b>	National and Vojvodina Provincial funds, EU IPA III funds, bilateral donors (25% municipal budget)
<b>Other resources needed:</b>	Designers Architects Constructions works
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023 all buildings, houses and other assets in Irig's historical centre are mapped.</li> <li>• By December 2025, legal/property issues solved for at least 50% of the assets.</li> <li>• By December 2025, tender completed.</li> <li>• By September 2026, the facades and wine cellars in the Wine Street rehabilitated and adapted for sustainable tourism purposes.</li> <li>• By September 2027, degustation salon finished and is operational, with exhibited local products.</li> <li>• Networking of stakeholders and management plan developed.</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 2.1.2: Rehabilitation and reuse of the Court Garden in Sremski Karlovci and digitalisation of Karlovac Grammar School herbarium

<b>Timeframe:</b>	January 2023 – December 2026
<b>Challenge:</b>	Sremski Karlovci Municipality has the oldest Grammar School in Serbia, which, among other things, maintains a comprehensive Herbarium with an impressive number of represented species. In addition, the Court Garden contains a number of flora and fauna species. Both the Court Garden and the Herbarium have remained hidden from the public for decades now. These two gems of Sremski Karlovci should be rethought and rescued in the context of sustainable cultural tourism. Agreement with the current owners of the two collections should be reached (Herbarium is the property of the Grammar School, whereas the Court Garden is owned by the Serbian Orthodox Church).
<b>Asset:</b>	Karlovci's Grammar School Herbarium Court Garden (lower part)
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage Nature as heritage
<b>Target group:</b>	Tourists, visitors, local population – young people, schoolchildren
<b>Responsible:</b>	<b>Sremski Karlovci Municipality</b> <b>Tourism organisation (TOSK)</b>
<b>Collaborators:</b>	Grammar School, academia, CSOs Environmental Centre <i>Radulovački</i> <i>Young Highlanders</i> (Mladi Gorani) Botanical Research Centre Pharmacy Shops
<b>Raw budget estimation:</b>	400.000 EUR
<b>Funding source</b>	National and Vojvodina Provincial funds, EU IPA III funds, bilateral donors (25% municipal budget)
<b>Other resources needed:</b>	Designers Architects Constructions works
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2023, consensus reached among all stakeholders.</li> <li>By December 2023, approval obtained from the Serbian Church and the Grammar School authorities.</li> <li>By June 2024, prepared plan for Herbarium Digitisation and Court Garden Rehabilitation and Opening.</li> <li>By December 2026, completed digitalisation of the Herbarium.</li> </ul>

	<ul style="list-style-type: none"> <li>By December 2027, the Court Garden rehabilitated and opened.</li> </ul>
Hackathon	No

### Sub-Action 2.1.3: Development of a revitalisation plan and for reuse of industrial heritage sites *Drobilana* in Vrdnik and Water Pumping Station *Plavna* in Bač



<b>Timeframe:</b>	January 2024 – December 2026
<b>Challenge:</b>	<p>Irig and Bač possess two distinct industrial heritage sights which they want to rehabilitate and revitalise in order to reuse them for cultural tourism purposes. The PHS has no similar space which could easily become informal „cultural stations“ and a place where subcultures can meet each other, offering possibilities for culture decentralisation.</p> <p><i>Drobilana</i> is situated in Vrdnik. Next to a viable asphalt road easily accessible for tourists and is surrounded by beautiful countryside (woods) and can bring a perfect combination of art-culture and tourism.</p> <p><i>Plavna</i> pumping station, built in the early XX century, used to be a significant shift and a unique example of its kind, in the technical-technological sense, in the entire Balkans. Although it was built according to a typical project, primarily as a utilitarian object, the Pumping Station is characterised by significant stylistic elements of <i>Art Nouveau</i>, as well as traditional rural architecture and craftsmanship. Faced with the challenges posed by large industrial complexes in revitalization, these engine houses are often neglected. Equipped with the original wheel, the Pumping Station is still operational - it has stood the test of time for a century and dominates the surrounding countryside.</p>
<b>Asset:</b>	<p>Industrial site and facility <i>Drobilana</i> in Vrdnik (Irig)</p> <p>Industrial site Water Pump Station <i>Plavna</i> in Bač</p>

<b>Innovation Area:</b>	Contemporary meanings of heritage Industrial heritage
<b>Target group:</b>	Artists, creative industry representatives, visitors, local population – young people, people with disability
<b>Responsible:</b>	<b>CSO Eustahija Irig</b> <b>Serbian Reading Room in Irig</b> <b>CSO Bačka Cradle</b>
<b>Collaborators:</b>	Irig Municipality, Irig <b>Tourism organisation</b> , Bač Municipality, Bač <b>Tourism organisation</b> <b>faculties of art, art galleries, museums, artists</b>
<b>Raw budget estimation:</b>	300.000 EUR-
<b>Funding source</b>	National and Vojvodina Provincial funds, <i>Creative Europe</i>
<b>Other resources needed:</b>	Designers, architects, construction work Human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2024, developed plan for rehabilitation and reuse of <i>Droblana</i> industrial site.</li> <li>• By December 2024, developed plan for rehabilitation and reuse of <i>Pumping Station Plavna</i> industrial site.</li> <li>• The plans include solving of legal-property issues, permits for reconstruction, minimal adaptation works, event plan, marketing of the cultural site.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 2.1.4: Reconstruction and rehabilitation of Bač Hamam to be reused as a spa/wellness centre

<b>Timeframe:</b>	January 2023 – December 2026
<b>Challenge:</b>	The Turkish Bath (Hamam) in Bač is a valuable heritage asset. Currently, it is not used for any purpose and nobody is in charge of its maintenance and conservation, which has led to its gradual decay.
<b>Asset:</b>	Turkish Hamam – authentic site, unique of its kind in Vojvodina (in a relatively good condition – it can be rehabilitated). Project documents on the Hamam's current state
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage
<b>Target group:</b>	Local population and tourists
<b>Responsible:</b>	<b>Bač Municipality – planning and existing project documents</b>

	<b>Vojvodina Institute for Cultural Heritage Protection – approval of project documents, supervision of works. Museum Unit <i>Vekovi Bača (Centuries of Bač)</i></b>
<b>Collaborators:</b>	<b>Bač Tourism organisation</b>
<b>Raw budget estimation:</b>	Min 1 million EUR
<b>Funding source</b>	<a href="#">Turkish Coordination and Cooperation Agency (TIKA)</a>
<b>Other resources needed:</b>	Designers, architects, constructions works Human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, developed project for rehabilitation and construction of a spa centre.</li> <li>• By December 2025, funds raised for rehabilitation of the Hamam.</li> <li>• By December 2025 property issues solved - agreement reached with the owner of the nearby house to be removed.</li> <li>• By December 2026, construction works started of the facility, including the surroundings (land around the house).</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 2.1.5.: Rehabilitation of the historical ambiance of Bač Fortress - the Mostonga Riverbed

<b>Timeframe:</b>	January 2023 – December 2025 (36 months)
<b>Challenge:</b>	After the creation of the canal system in which the Mostonga river was also included back in 1965, the water city of Bač was left without a historical setting - a water mirror of its kind. This used to be strong and powerful, a river with a rich basin, which flowed parallel to the Danube, creating a multitude of backwaters, streams, ponds and marshes, and today Mostonga is a river that practically doesn't exist anymore.
<b>Asset:</b>	The historical basin of Mostonga Water recovery study Planning documentation for water return
<b>Innovation Area:</b>	Contemporary meanings of heritage Nature as heritage
<b>Target group:</b>	Local population and tourists
<b>Responsible:</b>	<b>Bač Municipality – planning and existing project documents Vojvodina Institute for Cultural Heritage Protection and Institute for the Protection of Cultural Monuments of Serbia – approval of project documents, supervision of works.</b>



<b>Collaborators:</b>	<b>Public Water Management Company „VOĐE VOJVODINE“ Institute for Nature Conservation of Vojvodina Province</b>
<b>Raw budget estimation:</b>	Approximately 2,500.000 EUR
<b>Funding source</b>	EU IPA III funds, National and Vojvodina Provincial funds
<b>Other resources needed:</b>	Water engineers/experts, architects, construction work Human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, design and technical documentation for water return prepared.</li> <li>• By December 2023, building permit secured.</li> <li>• By December 2025, the needed equipment procured and construction works started.</li> </ul>
<b>Hackathon</b>	No

## Action 2.2: Creation of new human-centred tourism content and new product development through heritage reinterpretation

This action promotes a human-centred approach and innovative use of the cultural-historical heritage and intangible assets both by the local community and visitors interested in archaeology, myths, legends and less visible aspects of culture and history. Since these intangible assets are related to various heritage sites scattered around the PHS territory, it has been sensible to propose a diffuse approach, where visitors will create and deploy their own routes. Preservation of old crafts through development of a unique tourism package, including products, experiential workshops and learning by doing is also a part of this action.

### Sub-Action 2.2.1: Adding contemporary meaning to heritage and innovative reuse of archeologic sites in the context of sustainable cultural tourism (Bač Fortress, Vrdnik Tower and other)

<b>Timeframe:</b>	September 2022 - December 2025
<b>Challenge:</b>	-There are several archaeological sites on the territory of the PHS which are not used or are underused.
<b>Asset:</b>	Archeological Sites Bač Fortress, Vrdnik Tower, Roman ruins
<b>Innovation Area:</b>	Contemporary meaning of heritage
<b>Target group:</b>	Local population, tourists
<b>Responsible:</b>	<b>Tourism organisations, Bač Competence Centre, Business Hub and Advisory Centre S.Karlovcı, Irig and Fruška Gora Tourism Centre</b>
<b>Collaborators:</b>	<b>Private sector – IT companies</b>



<b>Raw budget estimation:</b>	200.000 EUR
<b>Funding source</b>	EU funds (IPA III, CBC)
<b>Other resources needed:</b>	IT services
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023 all archaeological localities mapped out</li> <li>• By December 2025 innovative content and stories developed for each archaeological site</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 2.2.2 Recreation and contemporary interpretation of female heritage in Irig, Sremski Karlovci and Bač (4 Dragon Ladies, etc.)

<b>Timeframe:</b>	January 2023 – December 2025
<b>Challenge:</b>	Highlighting the role of women in the history and culture of the P. region Gender equality Creating a new tour
<b>Asset:</b>	The story of 4 dragon ladies as the basis of the project Existing route Vrdnik – Irig – Novo Hopovo – Krušedol
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage Nature as heritage
<b>Target group:</b>	Tourists, winemakers, farms, private accommodation owners
<b>Responsible:</b>	<b>CSO Eustahija Irig</b>
<b>Collaborators:</b>	<b>Municipalities of Irig, Bač and Sremski Karlovci, tourist agencies, wineries, private accommodation owners, transportation agencies</b>
<b>Raw budget estimation:</b>	500.000 EUR
<b>Funding source</b>	Municipal budgets of 3 PHS municipalities, Vojvodina Provincial funds
<b>Other resources needed:</b>	Human resources Know – how
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, research work in Bač and Sremski Karlovci completed.</li> <li>• By June 2024, a number of new tours designed and organised.</li> </ul>

	<ul style="list-style-type: none"> <li>By December 2025, the application developed and setting up of the QR code completed.</li> </ul>
Hackathon	No

### Sub-Action 2.2.3: Development of a unique access to cultural, historical and artistic treasure of the PHS Irig, S. Karlovci and Bač via diffuse approach

Timeframe:	January 2023 – January 2025
Challenge:	Unify and develop a cultural and tourist offer based on heritage
Asset:	Museums and museum units / Museum of Vojvodina Province Cultural goods and ethnic houses Workshops of old crafts, agricultural farms
Innovation Area:	Contemporary meaning of heritage Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage
Target group:	Local population, visitors
Responsible:	<i>Establishing a committee from the existing stakeholders led by representatives of three municipalities</i>
Collaborators:	<b>Representatives of all three sectors</b>
Raw budget estimation:	50.000 – 100.000 EUR
Funding source	Municipal budgets of 3 PHS municipalities, Vojvodina Provincial funds
Other resources needed:	Expertise of competent human resources Know – how
Indicators for success	<ul style="list-style-type: none"> <li>By June 2023, research of examples of successful practice completed</li> <li>By December 2023, the feasibility study developed</li> <li>By December 2023, the process of connecting /networking completed</li> <li>By June of 2024, all stakeholders educated on diffused approach</li> <li>By December 2024 the diffused approach to heritage presented to the wide public</li> </ul>
Hackathon	No

### Sub-Action 2.2.4: Development of an archaeological map of the pilot heritage site

<b>Timeframe:</b>	September 2022 - December 2025
<b>Challenge:</b>	The heritage of Irig, Sremski Karlovci and Bač includes several archaeological sites which could be presented via digital maps.
<b>Asset:</b>	Archeological Sites – Bač Fortress
<b>Innovation Area:</b>	Contemporary meaning of heritage
<b>Target group:</b>	Local population, tourists
<b>Responsible:</b>	<b>Tourism organisations, Bač Competence Centre, Business Hub and Advisory Centre S.Karlovci, Irig and Fruška Gora Tourism Centre</b>
<b>Collaborators:</b>	<b>Private sector – IT companies</b>
<b>Raw budget estimation:</b>	200.000 EUR
<b>Funding source</b>	EU funds (IPA III, CBC)
<b>Other resources needed:</b>	IT services
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023 all archaeological localities mapped out</li> <li>• By December 2025 digitalised at least 3 archaeological sites</li> </ul>
<b>Hackathon</b>	No

**Sub-Action 2.2.5: Preservation of old crafts through development of a unique tourism package, including products, experiential workshops and learning by doing**

<b>Timeframe:</b>	January 2023 – December 2024
<b>Challenge:</b>	Preserve old crafts from oblivion, upgrade them, modernise and adapt them to the souvenir offer.
<b>Asset:</b>	Resources of the Women's Association <i>The Cradle of Bačka</i> Weaving workshops Pottery workshops
<b>Innovation Area:</b>	Contemporary meaning of heritage Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Local population, visitors
<b>Responsible:</b>	<b>Women's Association <i>The Cradle of Bačka</i></b>

<b>Collaborators:</b>	<b>CSO Ethnic house</b> <b>Educators, promoters, advertisers</b>
<b>Raw budget estimation:</b>	Minimum 500.000 EUR
<b>Funding source</b>	EU IPA III funds, municipal and Vojvodina Provincial funds
<b>Other resources needed:</b>	Material and human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By end of 2023, the products of old crafts adapted for new use values.</li> <li>• By mid 2024, the new workshops promoted on local and provincial media outlets.</li> <li>• By end December 2024, at least 3 newly designed workshops of old crafts organised.</li> </ul>
<b>Hackathon</b>	No

### Action 2.3: Innovative tourism product for creating a unique sensory experience of the pilot heritage site

By focusing on the potential of **sensorial experience** there is an added value of circular economy, obtained through developing new products and service packages which are attractive to the 5 senses (winery-related sensations, such as wine-tasting, wine-making, walking through the vineyards; gastronomy, wellness tourism, etc.).

The action is well-integrated into other actions proposed and is aligned with the key provincial documents, the Master Plan of Fruška Gora and local planning documents.

#### Sub-Action 2.3.1: Redesign and rethinking of wine tourism, with a focus on 5 senses

<b>Timeframe:</b>	January 2023 – December 2024
<b>Challenge:</b>	The presentation of the local wineries is rather outdated, focused only on a single sense most of the time. Wine tasting events are poorly organised, often overlapping between the wineries. Instead of cooperating on the promotion of wine tourism, the winemakers seem to be playing unfair competition in an already narrow market. There is also a lack of a comprehensive strategy for the development of this specific tourism niche. This tourist offer needs re-invention and redesign.
<b>Asset:</b>	A fair number of small and large wineries, as well as numerous local producers.
<b>Innovation Area:</b>	Sensorial experience of heritage Nature as heritage

<b>Target group:</b>	Local wineries and producers, tourists, tourist agencies
<b>Responsible:</b>	<b>Tourism organisations of Irig, Sremski Karlovci and Bač</b> <b>Private sector – winery owners</b>
<b>Collaborators:</b>	Municipalities of Irig, Sremski Karlovci and Bač National and provincial authorities in charge of agriculture
<b>Raw budget estimation:</b>	Minimum 200.000 EUR
<b>Funding source</b>	Municipal and Vojvodina Provincial funds, EU IPA III funds
<b>Other resources needed:</b>	Expertise of competent human resources Know-how
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By mid 2023, all wineries, local producers and wine cellars mapped.</li> <li>• By December 2023 the strategy for wine tourism development drafted and adopted by the PHS municipal assemblies and integrated into municipal development plans/strategies.</li> <li>• By December 2024, the new wine tourism product designed and implemented.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 2.3.2: Development of human-centred, total wellness tourism

<b>Timeframe:</b>	January 2023 – December 2025
<b>Challenge:</b>	Use of natural resources in the function of health preservation and treatment, application of healthy lifestyles and alternative treatments.
<b>Asset:</b>	Healthy environment, untouched nature Bees as medicine and valuable resource Knowledge and experience in applying innovative models, but also in traditional models in therapy and prevention
<b>Innovation Area:</b>	Sensorial experience of heritage Nature as heritage Rural co-living
<b>Target group:</b>	Individual visitors, pensioners, people who need rehabilitation using api-therapy, business people
<b>Responsible:</b>	<b>CSO promoting healthy lifestyles <i>Bio Bee Clinic (Bio Pčelinja Klinika), Bačko Novo Selo</i></b>

<b>Collaborators:</b>	<b>Agricultural farms, Bač Tourism Organisation, Bač municipality, associations, hotels, accommodation owners</b>
<b>Raw budget estimation:</b>	Approximately 30.000 EUR per year
<b>Funding source</b>	Open calls at municipal, provincial and national level, EU IPA III funds
<b>Other resources needed:</b>	Infrastructure construction contractors, experts
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023 a new tourist product developed.</li> <li>• By mid-2024, small rehabilitation works completed and equipment acquired (10 benches installed, pedestrian trails marked, 3 api-chambers and 3 inhalers procured).</li> <li>• By mid-2024, equipment for the production of beekeeping products acquired.</li> <li>• By December 2024, completed marketing and communication plan.</li> <li>• By December 2025, promotion carried out through 5 TV shows.</li> <li>• By December 2025, 10 educations on the total wellness concept organised and carried out for local service providers.</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 2.3.3: Development of gastronomic offer

<b>Timeframe:</b>	January 2023 – December 2025
<b>Challenge:</b>	Food tourism is providing communities with a means of affirming their cultural and regional values and identities, and tourism interest in local food festivals/events/workshops is an effective instrument of regional development, but also of building on diversity and multi ethnicity. Aiming to create a touristic region offer based on gastronomy, traditional recipes were discovered during previous workshops. Now, the standardised recipes are ready for utilisation in local hotels and restaurants, as well as homes, and are available for all interested stakeholders.
<b>Asset:</b>	Ethnic house <i>Didina kuća</i> , Bač
<b>Innovation Area:</b>	Sensorial experience of heritage Nature as heritage Rural co-living
<b>Target group:</b>	Local population, tourists, hotels/restaurants
<b>Responsible:</b>	Ethnic house <i>Didina kuća</i> , Bač

<b>Collaborators:</b>	<b>CSO <i>The Shokac Trail, Bač</i> (Tragovi Šokaca) CSO <i>The Cradle of Bačka, Bač</i> (Kolevka Bačke ) CSO <i>Bač in the heart of Bačka</i> (Bač u srcu Bačke)</b>
<b>Raw budget estimation:</b>	300.000 EUR
<b>Funding source</b>	Municipal and Vojvodina Provincial funds, EU IPA III funds
<b>Other resources needed:</b>	Human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, competent human resources and traditional recipes mapped.</li> <li>• By December 2023, developed partnerships and network completed with local agricultural farms.</li> <li>• By mid 2024, culinary programs for workshops/food festivals designed</li> <li>• Continuous holding of local food festivals (ex. Scents from grandma's kitchen</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 2.3.4 Monastery product development

<b>Timeframe:</b>	January 2023 – December 2025
<b>Challenge:</b>	Monasteries in Fruška Gora produce a variety of food products which can be included in the gastronomic offer and create sensorial experience
<b>Asset:</b>	Monastic products – wine, honey, cheese, herbal tea, etc.
<b>Innovation Area:</b>	Sensorial experience of heritage Nature as heritage Rural co-living
<b>Target group:</b>	Local population, tourists, hotels/restaurants
<b>Responsible:</b>	<b><i>Religious heads of monasteries</i></b>
<b>Collaborators:</b>	<b>Irig Tourism Organisation, Municipality of Irig</b>
<b>Raw budget estimation:</b>	200.000 EUR
<b>Funding source</b>	Municipal and Vojvodina Provincial funds, EU IPA III funds
<b>Other resources needed:</b>	Human resources

<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, available monastic products mapped.</li> <li>• By December 2023, agreement with the orthodox religious authorities reached and partnership established</li> <li>• By December 2005, the monastery product defined and product branding initiated</li> </ul>
<b>Hackathon</b>	No

## Action 2.4: The hidden side of the Danube and other water resources - eco-experience of flora and fauna

Vojvodina is intersected by a complex network of water canals dominated by the Danube. The canal system Danube-Tisa-Danube represents one of the largest canal navigation networks in Europe, which in addition to navigable canals includes the canalised rivers Begej and Tamiš. They establish a connection with the Danube and the Tisza, through which they are further connected with the navigable Rhine-Main-Danube highway, which connects the North and Black Seas, passing through 12 countries.

The Danube has outstanding and unique flora and fauna and vast potentials for water sports and recreation. Thanks to its extraordinary natural wealth, the Kovilj-Petrovaradin marshes were declared the [Important Bird Area \(IBA<sup>10</sup>\)](#) in 1989, and in 2004 it was included in the [list of significant water-related protected areas in the Danube basin \(ICPDR2\)](#). This wetland is also one of the potential candidates for the [Ramsar List of Wetlands of International Importance](#).

### Sub-Action 2.4.1: Flora and fauna - digitally and on foot

<b>Timeframe:</b>	January 2022 – December 2028
<b>Challenge:</b>	Cultural and natural heritage is considered an invaluable resource, creating a unique tourist attraction for each country. However, knowing how to use this heritage for sustainable tourism development, while preserving and promoting the heritage value for future generations is not a simple task. This project focuses on the values of natural heritage and the importance of maintaining and promoting it while integrating with the environment for the development of society.
<b>Asset:</b>	Natural and cultural values of National Park Fruska Gora and the Danube Geological sites Rare and protected flora and fauna Waterfalls Monasteries
<b>Innovation Area:</b>	Nature as heritage Contemporary meaning of heritage

<sup>10</sup> Important Bird Area



<b>Target group:</b>	Emphasis on children (preschool and school age), but also all other age groups
<b>Responsible:</b>	<i>CSO Radulovački</i> <i>CSO Young Highlanders (Pokret gorana)</i> <i>CSO Eustahia – Irig</i> <i>CSO Young Scouts</i>
<b>Collaborators:</b>	Public Utility Company <i>National Park Fruska Gora</i> Elementary school " <i>Dositej Obradovic</i> " Irig Secondary Vocational School " <i>Borislav Mihajlovic Mihiz</i> " Irig Primary schools, secondary schools, preschool institutions
<b>Raw budget estimation:</b>	35.000 EUR
<b>Funding source</b>	IPARD, Ministry of Trade, Tourism and Telecommunications, Ministry of Environmental Protection, EU IPA III funds
<b>Other resources needed:</b>	Educators - trainers and lecturers
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, education programs - workshops, learning through play, quizzes - designed and lecturers/trainers mapped.</li> <li>• By December 2024, a number of children/people educated on natural and cultural heritage and its preservation.</li> <li>• By December 2025, a network of all relevant and interested stakeholders established.</li> <li>• By December 2026, the digital applications developed for both the National Park Fruska Gora and the Danube area.</li> <li>• By December 2027, fishing educational tours developed and realised for groups of tourists with special interests.</li> <li>• By December 2028, continual promotion and offer of a number of different educational tours.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 2.4.2: Eco-experience on water

<b>Timeframe:</b>	January 2022 – December 2028
<b>Challenge:</b>	The Danube and other resources associated with this natural resource offer numerous opportunities for developing a tourism offer. Creating an integrated tourism product, which would be aimed at nature lovers - local population and visitors could create a unique eco-experience.
<b>Asset:</b>	The Danube
<b>Innovation Area:</b>	Nature as heritage

	Spiritual experience of heritage
<b>Target group:</b>	Emphasis on children (preschool and school age), but also all other age groups
<b>Responsible:</b>	<b>Tourism organisations of Sremski Karlovci, Bač and Irig</b> <b>Municipalities of Sremski Karlovci, Bač and Irig</b>
<b>Collaborators:</b>	Relevant national and provincial institutions <i>CSO Radulovacki</i> <i>CSO Eustahia – Irig</i> <i>CSO Young Scouts</i>
<b>Raw budget estimation:</b>	350.000 EUR
<b>Funding source</b>	Ministry of Environmental Protection, EU IPA III funds
<b>Other resources needed:</b>	/
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, developed plan for tourism product “Eco-experience on water”</li> <li>• By December 2025, continuous promotion and offer of a number of different educational tours.</li> </ul>
<b>Hackathon</b>	No

## Action 2.5: Creating conditions for rural co-living in Fruška Gora and Bač surroundings

Bač and Irig have picturesque villages in Fruška Gora and Bač surroundings as a distinct tourism asset. Rural development

### 2.5.1 Establishment of a rural diffuse museum

<b>Timeframe:</b>	Starting from January 2023 onwards
<b>Challenge:</b>	A rural diffuse museum will be focusing on cultural ecology, arts, rural heritage, and education for sustainability. Various events will be organised on the following topics: a festival for education and sustainability, concerts in open performance hall, workshops for amateurs with artists, etc. From an ethnological perspective, the museum investigates how tangible and intangible heritage can inspire specific educational strategies to achieve sustainability. It preserves a large collection of tools and objects related to food growing relevant for our PHS region and life in rural villages, as well as an important archive of photography, oral history, and documents about natural health, food and celebration/tradition in rural life. The focus will also be on promotion and use of local products and services,

	networking of all resources and the development of conditions for rural co-living in all three PHS municipalities.
<b>Asset:</b>	Cultural heritage resources that influence social and economic development, and the diffuse museum makes this possible Material and human resources
<b>Innovation Area:</b>	Contemporary meaning of heritage Sensorial experience of heritage Rural co-living
<b>Target group:</b>	<b>Depending on the content in the diffuse museum (potentially all)</b>
<b>Responsible:</b>	<b>National library "Vuk Karadzic" Bač Museum unit</b>
<b>Collaborators:</b>	Local self-government, cultural institutions, artisans, NGOs, educational institutions, collectors, individuals
<b>Raw budget estimation:</b>	Approximately 20.000 – 30.000 EUR
<b>Funding source</b>	Municipal and Vojvodina Provincial funds, EU IPA III funds
<b>Other resources needed:</b>	/
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, all resources mapped.</li> <li>• By December 2023, the spaces mapped.</li> <li>• By June 2024, the plan of main project activities designed.</li> <li>• By December 2024, all possible solutions elaborated and designed.</li> <li>• By June 2025, the diffuse museum set up and introduced to the wider public.</li> <li>• From June 2025 onwards, continual promotion of the diffuse museum.</li> <li>• From June 2025, continual monitoring and evaluation.</li> <li>• By December 2026, the diffuse museum recognised as a local brand.</li> </ul>
<b>Hackathon</b>	No

### 2.5.2 Development of a virtual rural co-living tour

<b>Timeframe:</b>	January 2023 – December 2026
<b>Challenge:</b>	Records of tradition and heritage Translation into a modern digital form of communication Cooperation of different actors - trust and openness

<b>Asset:</b>	Climate architecture Ethnic diversity and multiculturalism Traditional cooking/recipes Old crafts The Danube, Fruska Gora national park
<b>Innovation Area:</b>	Rural co-living
<b>Target group:</b>	Agricultural farms, tourists, young people, families with children, entrepreneurs, digital nomads, companies (team-building/DOP), cyclists, mountain climbing/hiking, foreigners, 60+ years
<b>Responsible:</b>	<b>CSO Eustahia, Irig</b>
<b>Collaborators:</b>	<b>International partners from the Netherlands, Lithuania and Croatia ("SAVE" project)</b>
<b>Raw budget estimation:</b>	Approximately 200.000 EUR
<b>Funding source</b>	IPARD funds, Ministry of Agriculture, <i>Creative Europe</i> , Municipality of Irig
<b>Other resources needed:</b>	Human resources
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By June 2023, mapping of objects completed.</li> <li>• By December 2023, mapping of tradition and heritage completed.</li> <li>• By December 2024, the content that goes into thematic tours and exhibitions defined (designing the concept/scenario).</li> <li>• By June 2025, the content on the Internet designed and uploaded.</li> <li>• By December 2025, digital application and content development for digital nomads completed.</li> <li>• By June 2026, audio and video recordings of the stories of ordinary people, residents collected.</li> <li>• By June 2026, photos (portraits, situations, landscapes...) collected.</li> <li>• By December 2026, international cooperation (travel, guests) established and fully implemented.</li> </ul>
<b>Hackathon</b>	No

### 2.5.3 Youth exchange in the context of rural co-living

<b>Timeframe:</b>	September 2022 – September 2025
<b>Challenge:</b>	- The climate alone represents the uniqueness of the offer because certain things can be learned and seen only here, which at the same

	time makes this kind of offer attractive and useful not only for the local population, but also for those who would come to study - Student exchange, as well as the exchange of teaching staff, brings the exchange of experiences and co-living of youth who want to engage in agriculture
<b>Asset:</b>	Student cooperatives (specialised for mushroom cultivation) Agricultural school in Bac Secondary Vocational School "Borislav Mihajlovic Mihiz" in Irig
<b>Innovation Area:</b>	Rural co-living
<b>Target group:</b>	Students and teachers of schools, students of relevant faculties, agricultural farms
<b>Responsible:</b>	<b>Agricultural school in Bac – its headmaster and all teaching staff</b>
<b>Collaborators:</b>	<b>Secondary Vocational School "Borislav Mihajlovic Mihiz" in Irig Municipality of Bač Municipality of Irig</b>
<b>Raw budget estimation:</b>	300.000 EUR
<b>Funding source</b>	Ministry of Agriculture, Ministry of Education, Provincial Secretariat for Agriculture, Ministry of Rural Care and Rural Development, IPARD funds
<b>Other resources needed:</b>	Know-how The school staff who can lead such a project in the long term
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By September 2022, the content of practice defined in detail.</li> <li>• By December 2022, established cooperation with different stakeholders.</li> <li>• By mid 2023, the support of the line ministry secured.</li> <li>• By December 2023, the exchange of students and teaching staff initiated (through workshops, lectures, education sessions...).</li> <li>• By September 2025, exchange of students and teaching staff is continually organised, monitored and evaluated and trial classes in schools established</li> </ul>
<b>Hackathon</b>	No

#### 2.5.4 Knowledge exchange and learning of old crafts by doing

<b>Timeframe:</b>	September 2022 – December 2026
<b>Challenge:</b>	Traditional crafts are emerging as a new attraction for cultural tourism. There are numerous examples of good experience of co-operation between traditional crafts persons and museums/tourism organisations

	or agencies, which are contracting them on a regular basis to demonstrate their skills, in order to foster heritage as a driving force for responsible tourist development, thus establishing a sound basis for the preservation of crafts. In particular, this project aims at: 1) education and training of new artisans/preservation of traditional values through promotion of old crafts and 2) networking of all interested stakeholders.
<b>Asset:</b>	The existing production of: Brooms Kugloff Craft beer Blackberry wine Embroidery with gold threads Making gingerbread and other traditional cakes and dishes
<b>Innovation Area:</b>	Rural co-living Sensorial experience of heritage
<b>Target group:</b>	Artisans and associations for the protection and promotion of old crafts Tourists, visitors
<b>Responsible:</b>	<b>CSO White Wolves ("Beli Vukovi")</b> <b>CSO Donau Brücke, a German cultural association</b> <b>CSO Didina kuca</b>
<b>Collaborators:</b>	Ethnic houses Workshops dealing with the preservation of old crafts Old cellars and old forges Use of original tools, pottery
<b>Raw budget estimation:</b>	100.000 EUR
<b>Funding source</b>	Municipal and Vojvodina Provincial finds, EU IPA III funds, other bilateral donors
<b>Other resources needed:</b>	EU Funds, Ethno-network
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By September 2023, a program of workshops and visits developed.</li> <li>• By December 2022, exchange of experiences and information initiated.</li> <li>• By December 2023, completed education and empowerment of new craftsmen accomplished</li> </ul>
<b>Hackathon</b>	No

## 2.5.5 Waste recycling and use of natural materials for developing eco-friendly and ecological products (e.g., souvenirs)

## 2.5.7 Development of a Rural Co-Living Plan

### Action 2.6: Innovative suggestions of business solutions for Hackathon

On 3 March 2022, BeCULTOUR project partner Haute Ecole ICHEC – ECAM – ISFSC from Brussels, organiser of the competition, Hackathon and Acceleration Programme, opened an international call for innovators to shape the future of cultural tourism in six European regions: Basilicata (Italy), Aragon (Spain), Larnaca (Cyprus), Vojvodina (Serbia) and North-East Romania – Moldova cross-border area – *Innovative circular cultural tourism solutions – Hackathon and acceleration opportunity*.

In Serbia, on 3 March, the Standing Conference of Towns and Municipalities – National Association of Local Authorities in Serbia (SCTM), BeCULTOUR project partner, published an invitation on its website, together with the distribution of information via social networks, as well as with invitations to local actors to join the second round of participatory development of an action plan for sustainable circular cultural tourism – two-day workshops in Irig, Sremski Karlovci and Bač in the period between 22 March and 1 April this year, where the details of this competition were presented.

In line with the instructions from the international partner, the deadlines for submission of applications have been extended twice – finally to 19 May 2022.

After inviting relevant institutions and organisations from the national, provincial and local levels, the SCTM coordinated the Selection Committee for the best innovative solutions for cultural tourism development in Bač, Sremski Karlovci and Irig (the Committee), composed of 13 members representing: Ministry of Culture and Information; Ministry of Trade, Tourism and Telecommunications; Cabinet of the Minister of Innovation and Technological Development; Provincial Secretariat for Culture, Public Information and Relations with Religious Communities; Provincial Secretariat for Education, Regulations, Administration and National Minorities – National Communities; Council for Creative Industries / “Serbia Creates” Platform; Municipalities of Bač, Sremski Karlovci and Irig; Chamber of Commerce of Vojvodina; Science and Technology Park Novi Sad; Vojvodina ICT Cluster; and Business Incubator Novi Sad.

A total of eight applications were submitted, and the members of the Committee voted in accordance with the criteria published in the propositions of the competition. After gathering final evaluations, based on the criteria that were an integral part of the open call, a ranking list which summarises the average score for each of the submitted applications provided by all members of the Committee was established as follows: FRUŠKING 8x4x4, BAČ BY TOUCH, Cultural overload - Irig road, Tourism XR Bike Tour, Irig eco edition of tradition, Film location hunting, Heritage Summer Festival, and BISK-MULTICULTURAL FAIRY TALE. On the basis of the established ranking list and the open call propositions, the Committee has adopted *the Decision on selection of innovative solutions for circular cultural tourism* for the following proposals: FRUŠKING 8x4x4, BAČ BY TOUCH and Cultural overload – Irig road. All applicants were offered the opportunity to include their proposals into the Action Plan.

### Sub-Action 2.6.1: Frushking 8x4x4 (Bač, Sremski Karlovci and Irig)

Note: This project proposal was developed for Irig municipality, but due to its model it can be replicated anywhere, the municipalities Sremski Karlovci and Bač included. It is realistic that in the first phase the project is tested in Irig because extensive research is necessary for the remaining two municipalities (the research can be conducted during 2023 and that would enable the second phase to initiate by the beginning of 2024)

<b>Timeframe:</b>	2022 – 2025
<b>Challenge:</b>	Tourists lack the authentic experience of Fruška Gora. This is not just another mountain and another good wine. This is a special place that has a special story. The tourist has the right to hear and experience it. On the other hand, the cultural identity we are proud of will not be preserved by itself, but we have to get involved in this process of protection, promotion and financing of the common heritage as responsible and aware citizens.
<b>Asset:</b>	Frushking is an improved version of the "Wine stories, the next level" project, which we will implement in August 2022 under the auspices of the Novi Sad Foundation, the European Capital of Culture. This means that the project was preceded by years of research work in the field (in the mountains) and in the library. We already know which trails to take and what stories to present to the audience. Human resources, accommodation facilities and infrastructure exist at the basic level.
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage Nature as heritage
<b>Target group:</b>	Tourists, groups and individuals, families with children, cyclists, mountaineers, nature lovers, explorers, adventurers...
<b>Responsible:</b>	"Eustahija" citizens' association, Serbian Reading Room in Irig <b>Frushking project team: Avakum Kvas, Vera Novković, Vladimir Ivanović and Jelena Panić Knežević</b>
<b>Collaborators:</b>	Municipality of Irig (in the second phase the municipalities of Sremski Karlovci and Bač), tourism organisations of municipalities from the pilot region, local wineries, independent entrepreneurs, owners of private accommodation, restaurant owners, citizens' associations, mountaineering societies, mushroom growers, Secondary Vocational School in Irig (future winemakers), Department of Geography, Tourism and Hospitality, Faculty of Natural Sciences in Novi Sad
<b>Raw budget estimation:</b>	100,000 EUR/11.7 million dinars
<b>Funding source</b>	The municipality of Irig as a co-funder (in the second phase also the municipalities of Sremski Karlovci and Bač, the province, EU funds, another donor (e.g. the Swiss Foundation for Solidarity in Tourism).
<b>Other resources needed:</b>	Human resources, know – how
<b>Indicators for success</b>	- Increase in the number of tourists and the number of overnight stays in the territory of the municipality of Irig (in the second phase in the area of the entire pilot region) - New job openings in tourism and catering



	<ul style="list-style-type: none"> <li>- Starting new businesses that currently do not exist and are missing or will soon be needed, such as souvenir shops, old crafts, shops for cyclists and services, travel agencies, guide services...</li> <li>- Construction of new facilities for tourist purposes and adaptation of existing ones</li> <li>- Arrangement of infrastructure, marking of pedestrian and bicycle paths, opening of campsites</li> <li>- Positioning of PHS localities on the European tourist map</li> <li>- Increasing the standard of the local population and directing them towards tourism as the predominant activity.</li> </ul> <p>In order to achieve the main goal of the project, which is to increase the standard of the population of the pilot region, it is necessary to achieve certain "standards" in their mind set. The risk can be the reluctance to step out of the comfort zone and fully engage in still undeveloped tourism. The pioneers will be needed. The risk can be our negligence towards nature, but also some (for European notions) inappropriate habits that can slow down or discourage the arrival of foreign tourists. That is why education (of guides, winemakers, accommodation owners) is an important activity of the project. We also have to teach young people good manners and appropriate behaviour. Hospitality used to be the main characteristic of the Serbian people. It needs to be found and put back into use.</p>
<b>Hackathon</b>	Yes

#### Sub-Action 2.6.2: Bač by Touch (Bač, Sremski Karlovci and Irig)

<b>Timeframe:</b>	February 2023 – end of 2024
<b>Challenge:</b>	Innovation in cultural tourism, digitization of rural and suburban tourism, promotion of ecological tourism, rural households, surrounding flora and fauna, inclusion of younger generations in cultural tourism...
<b>Asset:</b>	Bač Fortress, local entrepreneurs, artisans, households, Bač High School of Agriculture, Bač municipality, tourist organisation of Bač
<b>Innovation Area:</b>	Contemporary meaning of heritage Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	"Smart" tourists, the local community, students and teachers of primary and secondary schools

<b>Responsible:</b>	<b>Project managers and implementers: Milan Končar - project leader, Danilo Kuljanin - IT expert, Zorica Subotić - education, Stela Budivuk - promotion</b>
<b>Collaborators:</b>	Municipality of Bač, Provincial Institute for the Protection of Cultural Monuments, business sector, etc.
<b>Raw budget estimate-on:</b>	App. 72,400 EUR / 8.147,143 RSD (average exchange rate)
<b>Funding source</b>	EU funds
<b>Other resources needed:</b>	Material and human resources, know-how
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• Innovation in cultural tourism</li> <li>• Digitization of rural and suburban tourism</li> <li>• Promotion of ecological tourism, rural households, surrounding flora and fauna</li> </ul>
<b>Hackathon</b>	Yes

**Sub-Action 2.6.3: Cultural overload – Irig Road, Digital Map with Attractions and Booking Options (Municipality of Irig but it is applicable to all municipalities)**

<b>Timeframe:</b>	2022 – 2023
<b>Challenge:</b>	Better presentation of the tourist offer, the effect of an online guide available 24 hours a day
<b>Asset:</b>	Attractions, local specialties, trails, restaurants...
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage Nature as heritage Spiritual experience of heritage
<b>Target group:</b>	Tourists, stakeholders, holders of tourist offers, students, bidders...
<b>Responsible:</b>	<b>Event Planner company, Belgrade</b> <b>Ana Aleksić, Event Planner – project manager</b> <b>Obren Drljević, professor, Hotel Management School - staff training, cooperation with institutions</b> <b>Milica Rudić – technical support for the application</b> <b>Luli Miloš - coordinator</b> <b>Milica Božanić, Film Association of Serbia - creating a film segment in the offer</b>
<b>Collaborators:</b>	- College of Hotel Management - College of Tourism

	<ul style="list-style-type: none"> <li>- Secondary school Irig</li> <li>- Tourist Organisation</li> <li>- Film Association of Serbia</li> </ul>
<b>Raw budget estimation:</b>	25.000 EUR
<b>Funding source</b>	National and EU funds
<b>Other resources needed:</b>	Human resources, technologies
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>- An increase in the number of satisfied tourists</li> <li>- Increase in reservations through the system</li> <li>- Inputs for further development of the destination - it is possible to observe the time spent at attractions and thus reallocate resources</li> </ul>
<b>Hackathon</b>	Yes

#### Sub-Action 2.6.4: Tourism XR Bike Tour (Bač, Sremski Karlovci and Irig)

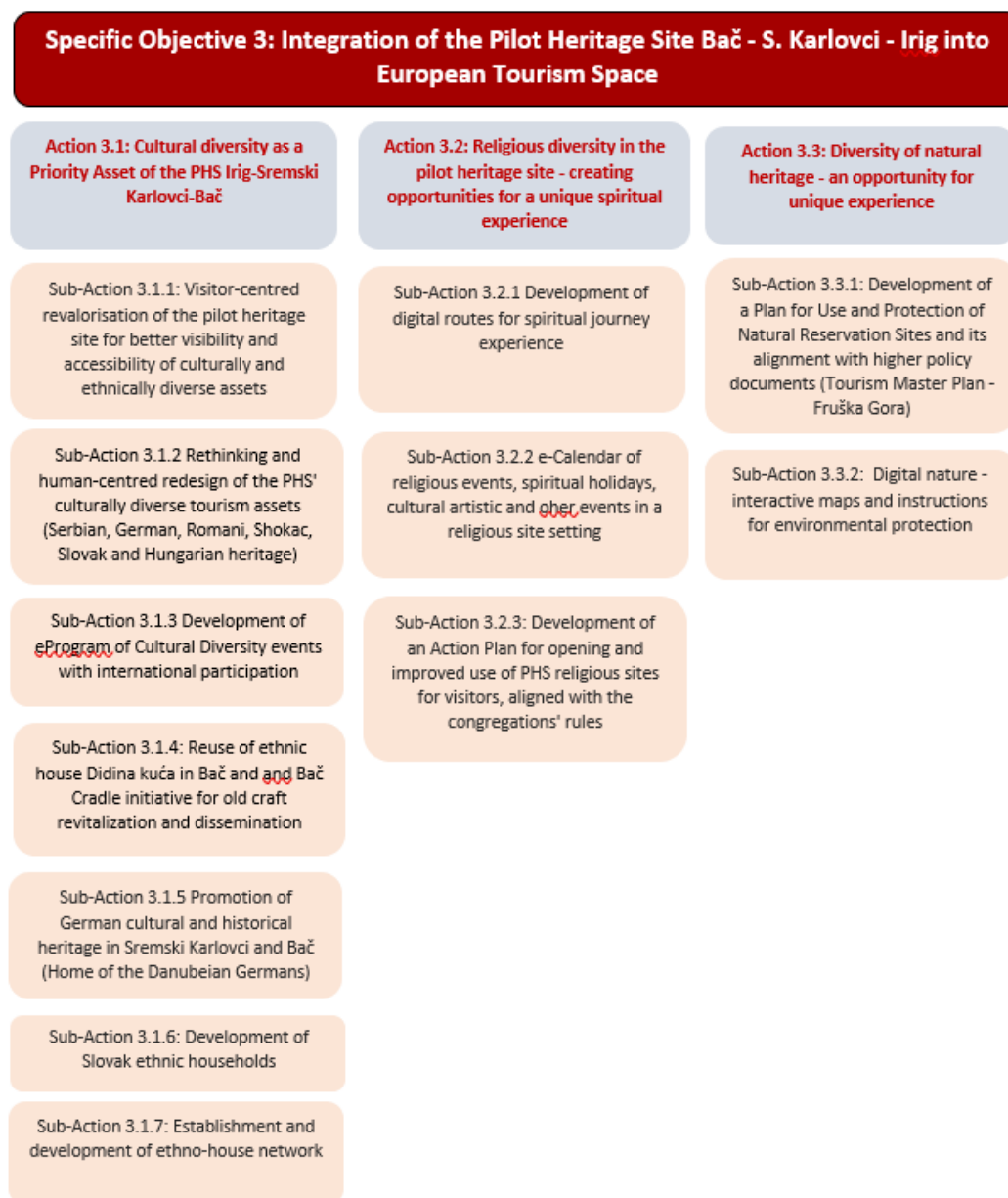
<b>Timeframe:</b>	August...
<b>Challenge:</b>	There are no bike tours for cycling tourists; no bicycle access and connection
<b>Asset:</b>	Knowledge of the terrain, knowledge and connecting human resources
<b>Innovation Area:</b>	Contemporary meanings of heritage Sensorial experience of heritage Nature as heritage Spiritual experience of heritage
<b>Target group:</b>	Tourists, cyclists-tourists
<b>Responsible:</b>	<b>Sonna Kopčalić</b>
<b>Collaborators:</b>	1. faculties, cycling association 2. the possibility of involving interested parties
<b>Raw budget estimation:</b>	
<b>Funding source</b>	Other donors, national and EU funds
<b>Other resources needed:</b>	

<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• number of tourists</li> <li>• visibility measurement through the application</li> </ul>
<b>Hackathon</b>	Yes

#### Sub-Action 2.6.5: BISK – a multicultural fairy tale (Bač, Sremski Karlovci and Irig)

<b>Timeframe:</b>	from 2023 onward
<b>Challenge:</b>	Hackathon
<b>Asset:</b>	Intangible assets of the PHS, bike routes
<b>Innovation Area:</b>	Contemporary meaning of heritage Sensorial experience of heritage Rural co-living
<b>Target group:</b>	Local population, guests, tourists
<b>Responsible:</b>	<b>Association "Bač in the heart of Bačka"</b> <b>Gordana Bjelajac</b>
<b>Collaborators:</b>	
<b>Raw budget estimation:</b>	
<b>Funding source</b>	National and foreign funds (project segments), budget, other donors
<b>Other resources needed:</b>	
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• One BISK festival in each municipality, which will have main and supporting activities</li> <li>• BISK tourist basket as a kind of souvenir (content still to be developed)</li> </ul>
<b>Hackathon</b>	Yes

## Specific Objective 3: Integration of the Pilot Heritage Site Bač - S. Karlovci - Irig into European Tourism Space



### Action 3.1: Cultural diversity as a Priority Asset of the PHS Irig-Sremski Karlovci-Bač

Strategic goal 3 deals with several aspects of diversity, which is a distinct feature of Vojvodina Pilot Heritage Site. Diversity means different perspectives and offers contemporary interpretations of heritage and opportunities for innovation.

Cultural diversity is a key intangible asset of the Vojvodina PHS. Several ethnic groups with rich cultural heritage share their arts, crafts, tradition and religion on a daily basis, in a diverse co-living space of Irig, Sremski Karlovci and Bač. Both the cultural diversity of ethnic communities and numerous talented individuals offer a variety of

opportunities for innovation and inclusion of the PHS in the European cultural space. In the long run, placing cultural diversity as a distinct asset in the sustainable tourism development framework, opens doors for Europeanisation and wider acceptance of European values.

**Sub-Action 3.1.1: Visitor-centred revalorisation of the pilot heritage site for better visibility and accessibility of culturally and ethnically diverse assets**

<b>Timeframe:</b>	January 2023 –continuously
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset
<b>Asset:</b>	Cultural and ethnic diversity as an intangible asset Co-living of Serbs, Slovaks, Hungarians, Croats (including Shokac community), Germans, Roma, etc.
<b>Innovation Areas:</b>	Contemporary meaning of heritage Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities
<b>Responsible:</b>	<b>Tourism organisations of Irig, Bač and Sremski Karlovci</b>
<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovci and Bač Local civil society organisations Entrepreneurs and crafts people of Irig, Sremski Karlovci and Ba
<b>Raw budget estimation:</b>	10.000 EUR
<b>Funding source</b>	National and Vojvodina funds, EU IPA III, bilateral donors
<b>Other resources needed:</b>	Vertical and horizontal alignment of policies
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2024, prepared plan for revalorisation of the pilot heritage site.</li> <li>• By December 2024 prepared visibility and accessibility plan</li> <li>• By December 2026, at least one European Heritage Label obtained</li> </ul>
<b>Hackathon</b>	No

**Sub-Action 3.1.2 Rethinking and human-centred redesign of the PHS' culturally diverse tourism assets (Serbian, German, Romani, Shokac, Slovak and Hungarian heritage)**

<b>Timeframe:</b>	January 2023 –continuously
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset and integration into European cultural space.
<b>Asset:</b>	Cultural and ethnic diversity as an intangible asset Co-living of Serbs, Slovaks, Hungarians, Croats (including Shokac community), Germans, Roma, etc. Cultural organisation, art groups, National Council for Ethnic Diversity
<b>Innovation Areas:</b>	Contemporary meaning of heritage Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities Old crafts
<b>Responsible:</b>	<b>Tourism organisations of Irig, Bač and Sremski Karlovci</b>
<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovci and Bač Local civil society organisations Entrepreneurs and crafts people of Irig, Sremski Karlovci and Ba
<b>Raw budget estimation:</b>	500.000 EUR
<b>Funding source</b>	National and Vojvodina funds, EU IPA III, bilateral donors, Horizon Europe, Erasmus
<b>Other resources needed:</b>	Design services Light construction works Translation services
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By November 2024, completed mapping and selection of priority assets for redesign, innovation and Europeanisation.</li> <li>• By December 2026, prepared feasibility study for redesign and innovative use of cultural diversity a sustainable tourism development asset.</li> <li>• By December 2027, at least two projects related to cultural diversity initiated.</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 3.1.3 Development of eProgram of Cultural Diversity Events with international participation

<b>Timeframe:</b>	January 2023 –continuously
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset and integration into European cultural space.
<b>Asset:</b>	Cultural and ethnic diversity as an intangible asset Co-living of Serbs, Slovaks, Hungarians, Croats (including Shokac community), Germans, Roma, etc. Cultural organisation, art groups, National Council for Ethnic Diversity
<b>Innovation Areas:</b>	Contemporary meaning of heritage Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities Old crafts
<b>Responsible:</b>	<b>Tourism organisations of Irig, Bač and Sremski Karlovci</b>
<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovci and Bač Local civil society organisations Entrepreneurs and crafts people of Irig, Sremski Karlovci and Ba
<b>Raw budget estimation:</b>	5.000 EUR
<b>Funding source</b>	Municipal budgets
<b>Other resources needed:</b>	Translation services
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By November 2023, defined plan and program for international manifestations</li> <li>By December 2026, introduced digital eCalendar of cultural diversity events</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 3.1.4: Reuse of ethnic house *Didina kuća* in Bač and and Bač Cradle initiative for old craft revitalization and dissemination

<b>Timeframe:</b>	January 2023 –continuously
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<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset and integration into European cultural space. Preservation of transgenerational traditions, arts and crafts
<b>Asset:</b>	Cultural and ethnic diversity as an intangible asset Co-living of Serbs, Slovaks, Hungarians, Croats (including Shokac community), Germans, Roma, etc. Cultural organisation, art groups, National Council for Ethnic Diversity
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meaning of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities Old crafts
<b>Responsible:</b>	<b>Local civil society organisations</b> <b>Entrepreneurs and crafts people of Irig, Sremski Karlovci and Ba</b>
<b>Collaborators:</b>	Tourism organisations of Irig, Bač and Sremski Karlovci
<b>Raw budget estimation:</b>	200.000 EUR
<b>Funding source</b>	EU IPA III, bilateral donors, EU CBC projects. Horizon Europe
<b>Other resources needed:</b>	Materials for traditional crafts (threads, clothing, needles, tools) Natural materials for environmental products Materials for recycling
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• At least 5 gold-embroidery workshop held per year</li> <li>• At least 2 workshops at the blacksmith's 'per year</li> <li>• Annual event „Female Traditional Hairdoing and Traditional Pillow Frame Crafting held</li> <li>• Shokac traditional clothes crafting workshops (at least 3 per year)</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 3.1.5 Promotion of German cultural and historical heritage in Sremski Karlovci and Bač (Home of the Danubian Germans)

<b>Timeframe:</b>	January 2023 – December 2025
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset and integration into European cultural space. Preservation of transgenerational traditions, arts. crafts and gastronomy through events, workshops and other manifestations.
<b>Asset:</b>	Cultural and ethnic diversity as an intangible asset

	<p><i>Danubial German House</i> in Sremski Karlovci</p> <p><i>Didina kuća</i> in Bač</p> <p>German community in Vojvodina</p> <p>Co-living of Germans with other ethnic groups in Sremski Karlovci and Bač</p>
<b>Innovation Areas:</b>	<p>Sensorial experience of heritage</p> <p>Contemporary meaning of heritage</p>
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities
<b>Responsible:</b>	<p><b>Memorial House of Danubian German Community – Sremski Karlovci (Stjepan Seder)</b></p> <p><b>Ethno-House <i>Didina kuća</i>, Bač (Stanka Čoban)</b></p> <p><b>Folklore ensembles</b></p>
<b>Collaborators:</b>	<p>Civil associations of the Germans in Sremski Karlovci and Bač</p> <p>Tourism organisations of Bač and Sremski Karlovci</p> <p>Municipal administrations</p> <p>National Councils for Ethnic Diversity</p> <p>Cross-border counterparts</p>
<b>Raw budget estimation:</b>	100.000 EUR
<b>Funding source</b>	National and provincial funds, EU IPA III, bilateral donors, EU CBC projects. Horizon Europe
<b>Other resources needed:</b>	Technical assistance and expert support of the SCTM and bilateral donors
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023 completed project documents for rehabilitation of the two ethnic houses.</li> <li>• By 2026., refurbished kitchen in the German House and the shop</li> <li>• At least 2 workshops at the blacksmith's 'per year</li> <li>• Annual event „Female Traditional Hairdoing and Traditional Pillow Frame Crafting held</li> <li>• Shokac traditional clothes crafting workshops (at least 3 per year)</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 3.1.6: Development of Slovak ethnic households

<b>Timeframe:</b>	January 2023 – December 2027
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset and integration into European cultural space. Preservation of transgenerational

	traditions, arts. crafts and gastronomy through events, workshops and other manifestations.
<b>Asset:</b>	Slovak ethno-houses in Bač Cultural and ethnic diversity as an intangible asset German community in Vojvodina Co-living of Slovaks with other ethnic groups in Bač
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meaning of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities
<b>Responsible:</b>	<b>Slovak community CSOs</b>
<b>Collaborators:</b>	Tourism organisations of Bač and Sremski Karlovci Municipal administrations National Council for Ethnic Diversity Cross-border counterparts
<b>Raw budget estimation:</b>	300.000 EUR
<b>Funding source</b>	National and provincial funds, EU IPA III, bilateral donors, EU CBC projects. Horizon Europe
<b>Other resources needed:</b>	Technical assistance and expert support of the SCTM and bilateral donors
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, completed project documents for rehabilitation of the identified Slovak houses (at least 3)</li> <li>• By December 2028, at least 3 Slovak houses refurbished and are operational.</li> </ul>
<b>Hackathon</b>	No

#### Sub-Action 3.1.7: Establishment and development of ethno-house network

<b>Timeframe:</b>	January 2023 – December 2027
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using cultural diversity as a sustainable tourism asset and integration into European cultural space. Preservation of transgenerational traditions, arts. crafts and gastronomy through events, workshops and other manifestations.
<b>Asset:</b>	Civil society organisations from Irig, Sremski Karlovci and Bač Ethno-houses situated in Vojvodina PHS Cultural and ethnic diversity as an intangible asset

<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meaning of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities
<b>Responsible:</b>	<b>Bač Business Competence Centre</b> <b>Irig and Fruška Gora Tourism Centre</b> <b>Sremski Karlovci Business Hub and Advisory Centre</b> <b>CSO organisations engaged in cultural diversity</b>
<b>Collaborators:</b>	Tourism organisations of Bač and Sremski Karlovci Municipal administrations National Council for Ethnic Diversity Cross-border counterparts
<b>Raw budget estimation:</b>	150.000 EUR
<b>Funding source</b>	National and provincial funds, bilateral donors, NALED
<b>Other resources needed:</b>	Technical assistance and expert support of the SCTM and bilateral donors
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2023, mapped ethno-houses in Vojvodina PHS</li> <li>• By December 2024 established network and prepared Activity Plan</li> <li>• By December 2025 developed ethno-network website</li> <li>• At least two workshops for membership per year</li> <li>• Regular (semi-annual) meetings of ethno-house managers held</li> </ul>
<b>Hackathon</b>	No

### Action 3.2: Religious diversity in the pilot heritage site - creating opportunities for a unique spiritual experience

Distinct religious sites and diversity of confessions, which go along with the cultural diversity of the Vojvodina PHS create opportunities for adding contemporary meaning to the existing heritage and for creating an offer of unique spiritual experience to both visitors and the community as a whole. Considerations of diverse confessions, in line with the needs of ethnic community members puts emphasis on the human-centred approach.

It is particularly important to provide interpretations in the context of Europeanisation, primarily by increasing the visibility of tangible and intangible assets and creating digital maps and signposting in several European languages.

### Sub-Action 3.2.1 Development of digital routes for spiritual journey experience

<b>Timeframe:</b>	January 2023 –continuously
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using religious diversity as a sustainable tourism asset
<b>Asset:</b>	Religious diversity as an intangible asset Various confessions
<b>Innovation Areas:</b>	Contemporary meaning of heritage Spiritual experience of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities
<b>Responsible:</b>	<b>Representatives of religious facilities on the territory of Irig, Bač and Sremski Karlovci</b> <b>Tourism organisations of Irig, Bač and Sremski Karlovci</b> <b>IT sector</b>
<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovci and Bač Local civil society organisations
<b>Raw budget estimation:</b>	30.000 EUR
<b>Funding source</b>	National and Vojvodina funds, EU IPA III, bilateral donors
<b>Other resources needed:</b>	Cooperation with religious community representatives
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2024, developed concept for a digital, interactive map for „spiritual journey“.</li> <li>By December 2025, developed digital, interactive map for „spiritual journey and made available on the internet.</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 3.2.2 e-Calendar of religious events. spiritual holidays, cultural artistic and other events in a religious site setting

<b>Timeframe:</b>	January 2023 –continuously
<b>Challenge:</b>	Exploring opportunities for new interpretations and opportunities for using religious diversity as a sustainable tourism asset
<b>Asset:</b>	Religious diversity as an intangible asset Various confessions Religious facilities

<b>Innovation Areas:</b>	Contemporary meaning of heritage Spiritual experience of heritage
<b>Target group:</b>	Tourists and community members, with a particular emphasis on youth, women, indigenous groups and people with disabilities
<b>Responsible:</b>	<b>Representatives of religious facilities on the territory of Irig, Bač and Sremski Karlovci</b> <b>Tourism organisations of Irig, Bač and Sremski Karlovci</b> <b>IT sector</b>
<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovci and Bač Local civil society organisations
<b>Raw budget estimation:</b>	1000 EUR
<b>Funding source</b>	Municipal budget Religious congregations in Irig, Sremski Karlovci and Bač
<b>Other resources needed:</b>	Vertical and horizontal alignment of policies
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2024, prepared eCalendar of religious events and manifestations.</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 3.2.3: Development of an Action Plan for opening and improved use of PHS religious sites for visitors, aligned with the congregations' rules

<b>Timeframe:</b>	January 2023 – December 2024
<b>Challenge:</b>	Consent of religious authorities on cooperation with local stakeholders in the area of sustainable tourism development
<b>Asset:</b>	Religious diversity as an intangible asset Various confessions - Religious facilities
<b>Innovation Areas:</b>	Contemporary meaning of heritage Spiritual experience of heritage
<b>Target group:</b>	Religious authorities
<b>Responsible:</b>	<b>Religious authorities - representatives of religious congregations on the territory of Irig, Bač and Sremski Karlovci</b> <b>Tourism organisations of Irig, Bač and Sremski Karlovci</b>

<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovcı and Bač Relevant National level institutions
<b>Raw budget estimation:</b>	/
<b>Funding source</b>	Any operational costs that may arise will be covered by the local governments.
<b>Other resources needed:</b>	Vertical and horizontal alignment of policies and church rules
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2024, a common Action Plan for opening and improved use of PHS religious sites for visitors, aligned with the congregations' rules</li> </ul>
<b>Hackathon</b>	No

### Action 3.3: Diversity of natural heritage - an opportunity for unique experience

The natural heritage of Vojvodina PHS also offers numerous opportunities for sustainable tourism development. Nature as heritage can be turned into distinctive sensorial experience of water, greenery, flora and fauna through sport and relaxation. Combined with numerous historical and religious site, it offers opportunities to both tourists and inhabitants of the PHS to engage in a unique physical and spiritual healing experience.

#### Sub-Action 3.3.1: Digital nature - interactive maps and instructions for environmental protection

<b>Timeframe:</b>	January 2024 – December 2028, continuously
<b>Challenge:</b>	The action should lead to increased digital competencies and smart solutions that would improve both tourism product of the PHS and environmental protection.
<b>Asset:</b>	Fruška Gora National Park The Danube Canal Danube-Tisa-Danube Flora and fauna of the PHS
<b>Innovation Areas:</b>	Sensorial experience of heritage Nature as heritage Rural co-living Spiritual experience of heritage

<b>Target group:</b>	Young people, families with children, visitors, foreigners, digital nomads
<b>Responsible:</b>	<b>Environmental CSOs</b> <b>Tourism organisations of Irig, Bač and Sremski Karlovci</b>
<b>Collaborators:</b>	Municipal administrations of Irig, S.Karlovci and Bač Local civil society organisations Private sector – IT
<b>Raw budget estimation:</b>	300.000 EUR
<b>Funding source</b>	National and Vojvodina funds (e.g., Serbia's Innovation Fund, Environmental Fund), EU IPA III, bilateral donors, Western Balkans Innovation Fund, Horizon Europe
<b>Other resources needed:</b>	Updated data sets in open format
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>• By December 2024, data collected and made available in open format.</li> <li>• By December 2025 partnerships established with interested IT companies.</li> <li>• By December 2026, developed interactive digital maps of the PHS in at least three European languages.</li> <li>• By 2028, the number of foreign visitors increased for at least 15% compared to the baseline year (2023)</li> </ul>
<b>Hackathon</b>	No

### Sub-Action 3.3.2: Development of a Plan for Use and Protection of Natural Reservation Sites and its alignment with higher policy documents (Tourism Master Plan - Fruška Gora)

<b>Timeframe:</b>	January 2023 – December 2023
<b>Challenge:</b>	The Action Plan for Sustainable Cultural Tourism needs to be aligned with the national policy document for Fruška Gora National Park.
<b>Asset:</b>	Tourism Master Plan – Fruška Gora Action Plan for Sustainable Cultural Tourism Development of the PHS Irig- S. Karlovci-Bač
<b>Innovation Areas:</b>	Sensorial experience of heritage Contemporary meanings of heritage Nature as heritage Rural co-living Spiritual experience of heritage
<b>Target group:</b>	Local community



	Municipal administration
<b>-Responsible:</b>	<b>Local economic development unit, municipal decision makers</b>
<b>Collaborators:</b>	Tourism organisations of Irig, S.Karlovcı and Bač National and provincial level institution in charge of tourism and heritage protection.
<b>Raw budget estimation:</b>	/
<b>Funding source</b>	Municipal budget
<b>Other resources needed:</b>	/
<b>Indicators for success</b>	<ul style="list-style-type: none"> <li>By December 2022, completed Plan for Use and Protection of Natural Reservation Sites, aligned its alignment with higher policy document.</li> </ul>
<b>Hackathon</b>	No



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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101094527.  
Call: H2020-SC6-TRANSFORMATIONS-2020 - Type of action: IA (Innovation action)

