



ROOTS

RECOGNISING CULTURAL HERITAGE
OPPORTUNITIES FOR TOURISM SMES

ROOTS

HOW SET UP

local cultural natural community

OVER HET PROJECT

In de context van een groeiende belangstelling voor cultureel erfgoed voor stedelijke en landelijke gebieden, alsook voor hun instandhouding en kapitalisatie, zijn lokale gemeenschappen direct geïnteresseerd in de bescherming ervan, maar ook de belangrijkste actor in het proces van bewustmaking en investeringen stimuleren.

PROJECT DOELEN

Dit handboek wil een handleiding zijn voor het creëren en ontwikkelen van actieve en effectieve gemeenschappen bij het ontwikkelen, beschermen en kapitaliseren van toerisme en cultuur. Het onderzoek dat ten grondslag ligt aan de handleiding is uitgevoerd binnen het ROOTS-project.

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INHOUD

| | |
|---|--------------|
| Introduction | <i>pg 1</i> |
| Background | <i>pg 5</i> |
| What do we mean by community | <i>pg 6</i> |
| What is a stakeholder | <i>pg 8</i> |
| Why is stakeholder engagement beneficial? | <i>pg 8</i> |
| Why engage with stakeholders | <i>pg 9</i> |
| How to identify and engage stakeholders | <i>pg 9</i> |
| How to present the community | <i>pg 11</i> |
| Mapping stakeholder roles in the community | <i>pg 11</i> |
| Models of community | <i>pg 17</i> |
| Bdf | <i>pg 17</i> |
| Red Extremena de Desarrollo Rural | <i>pg 27</i> |
| Momentum | <i>pg 35</i> |
| University of Greenwich | <i>pg 43</i> |
| North-East Regional Development Agency | <i>pg 51</i> |
| Exponential | <i>pg 61</i> |
| European E-learning Institute | <i>pg 71</i> |



Introduction

ROOTS Project

Het ROOTS-project richt zich op plattelandsgebieden, waar het niveau van begrip en expertise binnen toeristische MKB-bedrijven en micro-ondernemingen lager zal zijn dan die in stedelijke centra en gevestigde toeristische regio's. De hoofdcampus van de University of Greenwich bevindt zich op een werelderfgoedlocatie in Londen, in een van de belangrijkste toeristische bestemmingen van het Verenigd Koninkrijk, waaronder toonaangevende toeristische attracties.

Daarom richt dit rapport zich in plaats daarvan op het graafschap Kent, waar de Universiteit ook een campus heeft. Kent is het grootste graafschap van het Verenigd Koninkrijk en heeft een overwegend landelijk karakter. Kent heeft welvaartsgebieden naast gebieden met aanzienlijke achterstanden en een kustlijn met een aantal vervaagde toeristische bestemmingen aan zee.

Om de beste voorbeelden van goede praktijken te identificeren, heeft het hele ROOTS-team de beste gemeenschappen in hun regio geïdentificeerd. Dit zijn NGO's, hybride structuren, die door de resultaten van hun acties echte voorbeelden van ja kunnen zijn.

Three Sisters is de gecombineerde regio van de graafschappen Waterford, Wexford en Kilkenny. Een buitengewone regio die cultureel en artistiek rijk is, ingebed in de cultuur, is de komst van de Vikingen en Noormannen, eeuwen van landbouw, brouwen, vissen, schijven, muziek, taal, ambacht en verbinden met gemeenschappen van Zuidoost-Ierland tot Europa en daarbuiten met een gedeelde geschiedenis en toekomst.

In 2015 en 2016 werd een uniek partnerschap gesmeed tussen deze drie graafschappen om deel te nemen in de race om de titel van Culturele hoofdstad van Europa 2020 te behalen

Mozarab Way Cooperation Project heeft als belangrijkste doel het genereren van een innovatief model voor de planning en het beheer van de Mozarab Way of Santiago als European Cultural Itinerary, volgens de behoeften en motivaties van de pelgrim van de 21e eeuw.

Het project is gefinancierd door het Ministerie van Landbouw, Voedsel en Milieu, in het kader van het National Rural Network, en gecoördineerd door de Local Action Group "Ceder La Serena". De projectpartners waren 14 lokale actiegroepen van Andalusië en Extremadura.

Het Ceres Ecotur-project is een initiatief van Ecoagroturismo Foundation, de vertegenwoordiger van International ECEAT (Europees Centrum voor Ecologisch en Landbouwtoerisme) in Spanje, en streeft ernaar een ecologisch toeristisch netwerk in Spanje te verenigen. Het project werd geboren als een initiatief gericht op het behoud, de instandhouding en de verspreiding van het landelijke en etnografische erfgoed en de omringende omgeving. Activiteiten zijn geïntegreerd in agrarische landbouwbedrijven waarvan de managers vrijetijdsactiviteiten aanbieden gerelateerd aan de traditionele landbouw en veeteelt, waardoor hun relatie met het toerisme wordt versterkt. Ceres Ecotur is een certificering die in Spanje wordt toegepast en die verwijst naar het Europese biologische kwaliteitssysteem ECEAT, volgens een duurzaamheids criterium dat de mate van betrokkenheid bij het milieu, sociaal-cultureel en economisch met de bestemming meet.

Het Cultuurproject in East Kent was een poging om diverse culturele en toeristische belanghebbenden in het oostelijke deel van Kent samen te brengen, om een bod uit te brengen op de 'City of Culture', een versie in het VK van de meer bekende Europese programma voor culturele hoofdstad. 11 gebieden van het VK doen een bod op deze titel en zien het als een katalysator voor door toerisme geleide culturele ontwikkeling en economische groei. Het aanbod van East Kent was vernieuwend omdat het de enige bieding was die niet op een werkelijke stad was gebaseerd, maar in plaats daarvan gebruikmaakte van het bod om eerder los verbonden steden en plattelandsgebieden bij elkaar te brengen als onderdeel van een 'ingebeelde stad'. Uiteindelijk was het bod niet succesvol, maar het proces van bieden hielp bij het bouwen van nieuwe praktijkgemeenschappen verbonden met cultuur en toerisme in de provincie en liet een erfenis achter van gezamenlijke planning en verhoogde capaciteit voor grote projecten voor cultureel toerisme.

Kent Creative is een community-interest company (CIC), een vorm van sociaal ondernemen. Het ziet zichzelf als een culturele organisatie en heeft als doel de culturele en creatieve industrieën in Kent te koesteren en te promoten, evenals het ontwikkelen van links en netwerken met het bredere bedrijfsleven. De manier waarop Kent Creative dit in de praktijk brengt, is door middel van vijf verschillende projecten. Project 365 is een project voor gemeenschapsfotografie dat tot doel heeft om ingezetenen fotografie van een stad gedurende een heel kalenderjaar te cureren, om lokale mensen aan te moedigen om op een bredere manier met hun gemeenschappen om te gaan dan normaal. Kent Creative Finder is een online directory van culturele en creatieve organisaties in de regio. De Kent Creative Show is een podcast met elke week een ander bedrijf en / of locatie in het land, met een online archief met shows. Kent Creative Connect is een maandelijks netwerkevenement en de jaarlijkse Kent Creative Awards worden elk jaar uitgereikt in een spraakmakend evenement.

Smaakstad Leeuwarden is ontwikkeld op basis van Leeuwarden als de hoofdstad van de smaak in 2015. Nadat Leeuwarden in 2015 de hoofdstad van de smaak was, bleven veel van de culinaire projecten over en waren ze vanaf toen een onderdeel van Smaakstad Leeuwarden. Om kort te zijn: Leeuwarden als de hoofdstad van de smaak werd Smaakstad Leeuwarden. De belangrijkste ambitie van Smaakstad Leeuwarden is om iedereen bekend te maken met de smaak van gerechten gemaakt in Leeuwarden en de rest van de Friese provincie. Daarom organiseert Smaakstad Leeuwarden verschillende evenementen, zodat de lokale producten worden herkend en volledig kunnen worden gewaardeerd door iedereen die de evenementen in Smaakstad Leeuwarden bezoekt.

De gasten van Smaakstad Leeuwarden evenementen kunnen het eten van lokale gerechten combineren met muziek, cultuur en geschiedenis die Smaakstad Leeuwarden en de stad Leeuwarden bieden. Sommige evenementen hebben een thema en worden elk jaar georganiseerd. Je kunt bijvoorbeeld genieten van jazzmuziek terwijl je culinaire hoogtepunten probeert in een aantal restaurants in Leeuwarden. De Groot Liwwadder Diner is ook een opmerkelijke gebeurtenis die al een paar keer is georganiseerd. Dit evenement wordt georganiseerd door Smaakstad Leeuwarden in samenwerking met verschillende voedingsbedrijven, restaurants en een MBO-opleiding. Ongeveer 1000 mensen eten samen. Het thema van het Groot Liwwadder Diner is om mensen te verbinden via 'het delen van het avondeten'. Op deze manier kunnen de bezoekers van dit evenement nieuwe mensen ontmoeten en in contact blijven met bekenden.

Ljouwert Culinair wil de lokale eetervaring samenbrengen met een goed doel. Dit openluchtevenement heeft elk jaar bezoekers die gedurende drie dagen kunnen genieten van het eten gemaakt door de Friese restaurants. Een aantal lokale restaurants kan deelnemen aan Ljouwert Culinair en is altijd georganiseerd en bemand door de Lionsclub Ljouwert '80. Sinds 2018 heeft de club de organisatie van het evenement overgedragen aan een andere partij. De Lionsclub Ljouwert '80 zal echter een stand hebben om alsnog het geld voor het goede doel te verzamelen. De locaties van Ljouwert Culinair zijn niet altijd hetzelfde, waardoor het interessanter wordt om ieder jaar terug te keren. Op deze manier kunnen de bezoekers van Ljouwert Culinair meer van Leeuwarden ontdekken. Er is veel enthousiasme voor dit initiatief, elk jaar bezoeken ongeveer 5000 tot 10.000 mensen Ljouwert Culinair. Een deel van de inkomsten die de evenementen binnenhalen, gaat naar het goede doel, zoals Hospice Marcelis Goverts Gasthuis. Dit hospice biedt de steun, zorg en gastvrijheid aan mensen die ongeneeslijk ziek zijn. De opbrengst van Ljouwert Culinair zorgt ervoor dat het hospice een nieuwe keuken krijgt.

Bucovina Tourism Association is een NGO die als belangrijkste doel heeft het wereldwijde toeristische aanbod van de regio te promoten en haar leden te promoten: hotels, pensions, agrotourisme, restaurants, reisbureaus, etc. De vereniging heeft meer dan 35 leden.

De initiatiefvereniging voor een verantwoordelijke gemeenschap (AICR) wil mensen samenbrengen die dezelfde ideeën delen over wat een verantwoordelijke gemeenschap zou moeten betekenen en mensen die dingen verplaatsen om Moinesti een betere stad te maken, een stad om trots op te zijn.

"De associatie voor toerisme en toeristische ontwikkeling OZANA VALLEY" De associatie heeft de volgende doelstellingen: een kader creëren voor reflectie en expressie voor de structuren die betrokken zijn bij het toerisme, om voorstellen te ontwikkelen voor het beleid inzake toeristische ontwikkeling in het gebied van Tirgu Neamt; daartoe kan de vereniging samenwerken met openbare en particuliere instanties, onder meer door middel van partnerschappen met hen; het ondersteunen van publieke en private instellingen op het gebied van toerisme; het creëren van toeristische zones met een merk onder de voorwaarden van de relevante normatieve wetten; het organiseren van verschillende vormen van toerisme (cultuur, vrije tijd, spa, zaken, agrotourisme, enz.); verhoging van de kwaliteit van de toeristische diensten in het gebied van Tirgu Neamt door middel van de voortdurende opleiding van kaders en reisagenten, onder de voorwaarden

van de wet; de ontwikkeling van een database die de observatie van toeristische activiteiten in het Tirgu Neamt-gebied mogelijk maakt; het aanmoedigen van kwaliteit, goede praktijken en competentie in het veld door het toekennen van kwaliteitslabels; milieubescherming en ecologische wederopbouw; jongeren betrekken bij activiteiten ter bevordering van het toeristisch potentieel; bevordering van internationale uitwisselingen van ideeën, informatie en kennis; ecologische onderwijsprogramma's ontwikkelen; ontwikkelingsprogramma's voor gemeenschappen ontwikkelen; het initiëren van niet-formele educatieprogramma's; het bevorderen van het culturele potentieel van de regio; andere vormen van onderwijs.

Achtergrond

Internationaal toerisme is misschien wel het enige domein dat onder de economische crisomstandigheden nog steeds de economische groei registreert, en Europa heeft een groot potentieel, maar is slecht gekapitaliseerd, als het op optimale parameters wordt geëxploiteerd, kan dit een oplossing zijn voor sociaal-economische heropleving van lokale gemeenschappen.

De laatste tijd is de tendens van de ontwikkeling van de toeristenindustrie dat men zich terugkeert naar de natuur en authentieke culturele waarden.

Toerisme wordt beschouwd als een manier om alle hulpbronnen van een regio optimaal te benutten, een hefboom voor verzwakking van interregionale onevenwichtigheden, een welvaartsoplossing voor achtergestelde gebieden, een remedie voor geïndustrialiseerde lokaliteiten. (Minciu, 2004)

Bij een analyse van de motiverende structuur van het stadsverkeer, heeft het culturele toerisme een belangrijk aandeel. Geschat wordt dat cultureel toerisme goed is voor ongeveer 40% van het Europese toerisme. De Wereldorganisatie voor toerisme vertelt ons dat cultureel toerisme goed is voor 37% van het wereldwijde toerisme en bevestigt bovendien dat het jaarlijks met 15% zal blijven groeien. Met al deze interesse van de markt, zouden bestemmingen moeten profiteren van wat hun samenlevingen uniek maakt en investeren in het ontwikkelen van programma's voor cultureel toerisme.

Cultureel toerisme stelt reizigers in staat om ondergedompeld te worden in lokale rituelen en routines, waarbij niet alleen mooie foto's worden meegenomen, maar ook herinneringen aan unieke ervaringen ontstaan. Voor bestemmingen moedigt het lokale gemeenschappen aan om hun cultuur te omarmen en de economische groei te stimuleren.

Het ontwikkelen van cultureel gerichte toerismeprogramma's stimuleert bestemmingen om te vieren en te promoten wat hun gemeenschap onderscheidt, en biedt daarmee de mogelijkheid voor authentieke culturele uitwisseling tussen locals en bezoekers.

Wat bedoelen we met community?

Als het gaat om toerisme, kunnen de gemeenschappen die verandering genereren, worden gedefinieerd als inwoners, toerismebedrijven, autoriteiten en toeristen die dezelfde waarden en principes delen met als doel het exploiteren van toeristische hulpbronnen, in ons geval het culturele erfgoed.

Om homogeen en representatief te zijn voor de hele lokale samenleving, zijn de voorbeelden van goede praktijken die we identificeren verschillende gemeenschappen, niet alleen geografisch, maar ook structuur en leeftijd, maar het gedeelde punt is de diversiteit van de betrokken actoren.

Three Sisters

Three Sisters is de gecombineerde regio van de graafschappen Waterford, Wexford en Kilkenny. Een buitengewone regio die cultureel en artistiek rijk is, ingebed in de cultuur met de komst van de Vikingen en Noormannen, eeuwen van landbouw, brouwen, vissen, schrijven, muziek, taal, ambacht en verbinden met gemeenschappen van Zuidoost-Ierland tot Europa en daarbuiten met een gedeelde geschiedenis en toekomst.

Mozarab Way samenwerkingsproject

Het samenwerkingsproject Mozarab Way heeft als belangrijkste doel het genereren van een innovatief model voor de planning en het beheer van de Mozarab-weg van Santiago als Europese culturele route, volgens de behoeften en motivaties van de pelgrim uit de 21e eeuw. Het project is gefinancierd door het Ministerie van Landbouw, Voedsel en Milieu, in het kader van het National Rural Network, en gecoördineerd door de lokale actiegroep "Ceder La Serena"

Het cultuurproject van de stad East Kent

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South East Vineyards Association (SEVA)

De casestudy toonde enkele belangrijke lessen en ingrediënten voor succes, waaronder:

- Het vinden van een probleem of een GEMEENSCHAPPELIJKE BEHOEFTE zal helpen om gelijkgestemde mensen en belanghebbenden te verenigen en erbij te betrekken;*
- Klein beginnen en dan groeien en evolueren is de weg vooruit - 'MAGTIGE EIKEN VAN WEINIG EIKELS', wat betekent dat opmerkelijke dingen klein kunnen beginnen en dan met de tijd kunnen groeien en evolueren;*
- Het opbouwen van relaties met belanghebbenden gericht op het aanpakken van gemeenschappelijke behoeften en problemen helpt bij het bouwen van COMMUNITIES EN NETWERKEN;*
- Formalisering van netwerken, processen en relaties zodra belanghebbenden de toegevoegde WAARDE zien, ondersteunt de gemeenschap;*
- Het omarmen van verandering naarmate de behoeften van de gemeenschap evolueren, helpt DUURZAAMHEID te creëren;*
- Mensen in staat stellen om te delen en te communiceren op manieren die voor hen relevant zijn, wat tegenwoordig in toenemende mate betekent MULTI-CHANNEL COMMUNICATION waarbij face-to-face communicatie (bijvoorbeeld vergaderingen, evenementen en met elkaar praten) wordt gecombineerd met digitale communicatie (bijv. Sociale media, websites en blogging).*

Ljouwert Culinair

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The Initiative Association for a Responsible Community

De initiatiefvereniging voor een verantwoordelijke gemeenschap (AICR) wil mensen samenbrengen die dezelfde ideeën delen over wat een verantwoordelijke gemeenschap zou moeten betekenen en mensen die dingen verplaatsen om Moinesti een betere stad te maken, een stad om trots op te zijn.

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Wat is een stakeholder?

Een stakeholder is een persoon, groep of organisatie die wordt beïnvloed door de uitkomst van een project. Ze hebben belang bij het succes van het project en kunnen zich binnen of buiten de organisatie die het project sponsort, bevinden. Stakeholders kunnen een positieve of negatieve invloed op het project hebben.

De term "belanghebbenden bij de ontwikkeling van het toerisme" omvat, volgens de volgende spelers:

- Nationale regeringen;*
- Lokale overheden met specifieke competenties op het gebied van toerisme;*
- Toeristische instellingen en toeristische ondernemingen, inclusief hun verenigingen;*
- Instellingen die toeristische projecten financieren;*
- Toerismemedewerkers, toerismeprofessionals en toerismeadviseurs;*
- Vakbonden van toerismemedewerkers;*
- Opleidingscentra voor toerisme;*
- Reizigers, inclusief zakenreizigers, en bezoekers van toeristische bestemmingen, bezienswaardigheden en attracties;*
- Lokale bevolking en gastgemeenschappen op toeristische bestemmingen via hun vertegenwoordigers;*
- Andere juridische en natuurlijke personen die belangen hebben in de ontwikkeling van het toerisme, waaronder niet-gouvernementele organisaties die gespecialiseerd zijn in toerisme en rechtstreeks betrokken zijn bij toeristische projecten en het leveren van toeristische diensten. "*
- Andere projecten en vergelijkbare organisaties*

Waarom is de betrokkenheid van stakeholders gunstig?

Vandaag de dag komt de term "stakeholderengagement" naar voren als een middel om een breder, meer inclusief participatieproces te beschrijven. Bij een effectieve uitvoering kan de betrokkenheid van belanghebbenden (SH) worden gebruikt om de communicatie te verbeteren, bredere ondersteuning te krijgen, bruikbare gegevens en ideeën te verzamelen, de reputatie van bureaus te verbeteren en te zorgen voor duurzamere besluitvorming. Als we naar de toekomst kijken, zullen veel culturele resource management-projecten zich moeten bezighouden met een breed scala van SH-groepen, elk met hun eigen zorgen, behoeften, belangenconflicten en mate van invloed.

Waarom contact opnemen met stakeholder?

Betrokkenheid van belanghebbenden is het proces waarbij belanghebbenden de juiste kijk krijgen op hun relatie met de organisatie / het programma / project. Betrokkenheid van belanghebbenden is een essentieel proces bij alle gemeenschapsopbouwende initiatieven, vooral in ons geval, wanneer deze gericht zijn op het behoud, de ontwikkeling en de exploitatie van het cultureel erfgoed. Betrokkenheid van belanghebbenden zal dus bestaan uit de ontwikkeling van communicatie, de kristallisatie van te volgen doelen en strategieën en hun betrokkenheid bij uw processen. Via deze relatie kunnen belanghebbenden hun zegje doen en kan het bedrijf luisteren en reageren. Vanuit managementperspectief moet efficiënt stakeholdermanagement niet alleen te maken hebben met die groepen die het project kunnen beïnvloeden, maar ook met groepen die het project kan beïnvloeden. In de toeristische context omvatten zeer generieke categorieën van belanghebbenden die belangrijk zijn voor de planning en uitvoering van projecten, bewoners, toeristen, werknemers, overheid, lokale bedrijven, concurrenten, activistische groepen, onderwijsinstellingen.

Advies:

Identificeer de belanghebbenden in het gebied waar u werkt en de overtuigingen om zich aan uw doel te houden. Probeer stakeholders uit zoveel gerelateerde sectoren te betrekken als openbaar bestuur, MKB, accommodatie en restaurantfaciliteiten, musea, culturele sites, etc.

Hoe om te gaan met stakeholder?

Maak een profiel van uw doelgroep

- Een meer diepgaand begrip van een belangengemeenschap ontwikkelen door informatie te verstrekken over haar sociale diversiteit, geschiedenis, bestaande netwerken en algemene socio-economische kenmerken.*
- Het identificeren van de interesse en invloed van verschillende belanghebbenden. Begrijp problemen en behoeften van belanghebbenden*
- De projectleden die betrokken zijn bij het begrijpen van de behoeften van belanghebbenden moeten efficiënte facilitators zijn en ervaring hebben met het ontlocken van informatie. Uiteraard is bekendheid met de beoogde technologie wenselijk, maar het is niet essentieel.*

Interview uw belanghebbenden

Een effectieve, directe persoon-naar-persoon interviewtechniek vereist dat je een lijst met vragen hebt opgesteld om een goed beeld te krijgen van de echte problemen en mogelijke oplossingen. Om zo onbevooroordeelde antwoorden mogelijk te krijgen, moet u ervoor zorgen dat de vragen die u stelt contextvrij zijn. De contextvrije vraag is een abstracte vraag van hoog niveau die al vroeg kan worden gesteld een project om informatie te verkrijgen over globale eigenschappen van het probleem van de gebruiker en mogelijke oplossingen.

Workshops

Workshop biedt een kader voor het toepassen van de andere technieken, zoals brainstormen, storyboarden, rollenspel en het beoordelen van bestaande vereisten. Deze technieken kunnen alleen of gecombineerd worden gebruikt. Alles kan worden gecombineerd met de use-case-aanpak. U kunt bijvoorbeeld een of enkele storyboards maken voor elk gebruik dat u in het systeem voor ogen hebt. U kunt rollenspel gebruiken als een manier om te begrijpen hoe actoren het systeem gebruiken en u helpen bij het definiëren van de use-cases.

Resultaten

Na de workshop, moet de facilitator (samen met collega-systeemanalisten) enige tijd spenderen om de bevindingen te synthetiseren en de informatie in een presentabele vorm te verdichten.

Communiceren communiceren communiceren!

- Beheer groepsdiscussie over relevante kwesties*
- Organiseer een community-evenement met als doel informatie te geven over het project en het bewustzijn van relevante kwesties te vergroten*
- Organiseer formele vergaderingen*

Houd er rekening mee dat niet alle betrokkenheid betrekking heeft op kanalen die u beheert.

Belanghebbenden zullen hun eigen kanalen hebben en zullen het onderwerp betrekken, onafhankelijk van uw engagement-activiteit. Het loont om actief te luisteren naar wat er vóór, tijdens en na je engagementsproject over je onderwerp wordt gezegd.

Hoe de community te presenteren?

Wanneer u merkt dat u een nieuw projectteam leidt, werkt u mogelijk met mensen die nog geen projecten hebben gedaan. Deze belanghebbenden moeten weten hoe het project zal werken en wat zij van u kunnen verwachten.

Om een gemeenschap te creëren, is het noodzakelijk om de voordelen van toetreding tot de gemeenschap aan potentiële leden te formuleren; een beroep doen op ideeën over het 'algemeen welzijn' werkt waarschijnlijk niet bij het overtuigen van bedrijven om hun tijd en andere middelen op te geven om een nieuw project te ondersteunen. In dit deel van het rapport worden de voordelen van elk case study-project bekeken

Vertel hen hoe u hen zult informeren over de voortgang. Het is zelfs een goed idee om hierover te onderhandelen voor uw belangrijkste stakeholders. Hoewel u misschien een algemeen e-mailrapport voor de meerderheid van de mensen doet, zou uw projectsponsor misschien eens per kwartaal een iets andere vorm willen. Aangezien het in uw belang is dat de rapporten nuttig en bruikbaar zijn, praat met hen over wat ze graag zouden willen zien en bereik een akkoord over het formaat voor updates.

De rollen van belanghebbenden in de community in kaart brengen

Planning is nodig om toerisme te ontwikkelen op een manier die gunstig, duurzaam en niet nadelig is voor het milieu, de cultuur of de gemeenschap. Om uw belanghebbenden blij te maken, moet u eerst uw stakeholders identificeren. Voordat u met uw project begint, is het belangrijk om uw stakeholders te identificeren en te analyseren en vervolgens in kaart te brengen op basis van hun betrokkenheid, hun emotionele en financiële investeringen en andere criteria met betrekking tot uw project.

Bewaken en evalueren van de opdracht

Monitoring is het verzamelen en analyseren van informatie over een project of programma, ondernomen terwijl het project / programma aan de gang is.

Evaluatie is de periodieke, retrospectieve beoordeling van een organisatie, project of programma die intern of door externe onafhankelijke beoordelaars kan worden uitgevoerd.

De eerste stap is om duidelijk te zijn waarom u aan management en evaluatie wilt doen en welke voordelen het biedt. Vrijwilligers en activisten uit de gemeenschap willen de wereld vaak een betere plek maken, waardoor ze actiegericht en vaak te weinig middelen krijgen. Monitoring en evaluatie lijken soms een onbetaalbare luxe, een administratieve last of een onwelkom instrument van extern toezicht. Maar als het goed wordt gebruikt, kan M & E een krachtig hulpmiddel worden voor sociale en politieke verandering.

Beoordeel en toon uw effectiviteit bij het bereiken van uw doelstellingen en / of impact op het leven van mensen;

·verbeteren van intern leren en beslissen over projectontwerp, hoe de groep werkt en implementeert, d.w.z. over succesfactoren, barrières, benaderingen werken / werken niet enz;

·machtig en motiveer vrijwilligers en supporters;

· Zorgen voor verantwoording aan belangrijke belanghebbenden (bijvoorbeeld uw gemeenschap, uw leden / supporters, de bredere beweging, financiers, supporters);

· Invloed hebben op overheidsbeleid;

·delen en leren met andere gemeenschappen omgaan;

·bijdragen naar de feiten over de effectiviteit en beperkingen van gemeenschapsacties

Methods for setting up and development of communities (best practices)

Three Sisters

Waterford for the Three Sisters was een nieuw model voor door cultuur geleide verandering in een relatief landelijke regio die zich geografisch tot de rand van Europa bevindt. Het was gebaseerd op een uniek partnerschap tussen drie historisch concurrerende provincies (Waterford, Wexford en Kilkenny) in het zuidoosten van Ierland. Net als veel andere regio's in Europa zonder een dominant stedelijk centrum worstelden de Three Sisters om een stem te vinden en om een duurzame aanpak van economische, sociale en culturele ontwikkeling vast te stellen. Het bod bood strategische kansen om capaciteit en middelen te delen om een duurzame Europese regio op te bouwen en de kleinere steden en dorpen in staat te stellen een nieuwe, productieve, door cultuur geleide rol op te bouwen. Door de drie lokale autoriteiten bij elkaar te brengen om te verkennen en te plannen en te investeren in door cultuur geleide oplossingen voor plaats, gemeenschap, sociale en economische ontwikkeling, herdenken ze samen de Europese regio. Hun ambitie om een voorbeeld voor Europa te zijn en andere kleine regio's te inspireren om via Cultuur samen te werken om hun toekomst te veranderen. The Three Sisters 2020 bood de mogelijkheid om een betere toegang voor lokale gemeenschappen te ontwikkelen om de grenzen van het graafschap te overschrijden om het bereik en de diepte van een verbeterd cultureel aanbod te ervaren. Het zet ook een programma op van de schaal, kwaliteit en diversiteit om meer nationale en internationale doelgroepen naar de regio te trekken en nieuwe samenwerkingsbenaderingen van productie en programmeren over de culturele ecologie aan te sturen.

The Mozarab Way Cooperation Project

Het netwerk kwam aan het licht door een open oproep voor projecten die werden gefinancierd door het ministerie van Landbouw, Voedsel en Milieu. Op basis van de oproep en de prioriteiten heeft een groep lokale actiegroepen gezamenlijk actie ondernomen en het projectidee gecreëerd en andere relevante belanghebbenden uitgenodigd.

The Ceres Ecotur project

Dit project komt voort uit de verbintenis tussen de Ecoagrotourism Foundation en ECEAT-International in 2003, volgens de conclusies van het Internationaal Jaar van het Ecotoerisme in 2002. Om het Ecolabel te bereiken, moeten de initiatieven van het ecotoerisme worden toegewijd aan een aantal basis- en verplichte engagementen in duurzame landbouw, cultureel erfgoed, natuurlijke omgeving en hernieuwbare energie. Het milieukeurinitiatief wordt uitgevoerd in samenwerking met het Europees Centrum voor Ecologisch en Landbouwtoerisme ECEAT, opgericht in 1993 in Nederland

Bucovina Tourism Association

De vereniging is opgericht op initiatief van de particuliere sector van het toerisme in Bucovina en de instellingen die op dit gebied werkzaam zijn.

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1. Introductie

Het ROOTS-project heeft tot doel de ondernemersvaardigheden en culturele instelling van de eigenaren en beheerders van microfoto-ondernemingen in de toeristische sector te verbreden. Een van de doelstellingen van het project is ook om een begrijpelijke strategie te ontwikkelen voor het verbeteren en diversifiëren van toeristische diensten. De bedoeling van het ROOTS-project is ook om de expertise van micro-toeristische bedrijven uit te breiden naar de mogelijkheden die het cultureel en natuurlijk erfgoed en het behoud ervan bieden, en deze te benutten. Lokale culturele gemeenschappen spelen een belangrijke rol met betrekking tot cultureel erfgoed; daarom is het essentieel om te weten hoe deze gemeenschappen moeten worden ontwikkeld. Dit rapport benadrukt de twee beste praktijken van hoe lokale culturele gemeenschappen werden opgericht in Friesland (een provincie in Nederland).

2.1 Cultureel toerisme in Friesland

In 2018 speelt Friesland als provincie, en met name haar hoofdstad Leeuwarden, een belangrijke rol als het gaat om cultureel toerisme. Leeuwarden is toevallig de Culturele Hoofdstad van Europa in 2018 en dus om haar bezoekers te voorzien van een heleboel activiteiten en projecten die de internationale en nationale gasten vermaken, bovendien zullen alle gasten door die activiteiten en projecten iets over Friesland leren. Het doel is om veel toeristen aan te trekken om de Friese provincie en zijn cultuur te verkennen. De activiteiten, projecten, tentoonstellingen etc. vinden niet alleen in Leeuwarden, maar in heel Friesland plaats, om deze op de meest optimale manier te verkennen.

Naast Leeuwarden als Culturele Hoofdstad van Europa in 2018 biedt Friesland op permanente basis veel toeristische attracties. Deze provincie staat bekend om zijn watergebieden en natuurgebieden. Het grootste voorbeeld zijn de Waddeneilanden die ook een buitengewone UNESCO-werelderfgoedlocatie zijn. Door veel water rond en door heel Friesland te hebben, kunnen toeristen deze regio op boten verkennen en verschillende watersporten beoefenen, zoals kitesurfen.

De schoonheid van Friesland omvat niet alleen de watergebieden en natuurgebieden, maar ook de charmante historische steden en pittoreske (kleine) dorpen. Leeuwarden bijvoorbeeld, betovert de toeristen met zijn historische gebouwen en zijn mooie kleine straatjes. Harlingen aan de andere kant, zal een traktatie zijn voor gasten die geïnteresseerd zijn in havens, boten, schepen en alles in de maritieme sfeer. In Dokkum kunnen bezoekers 140 nationale monumenten bekijken en Beerenburg proberen, een alcoholische specialiteit die afkomstig is uit Dokkum.

1.2 Algehele presentatie

De laatste jaren trekt de Friese provincie meer Nederlandse toeristen aan dan vroeger, zowel voor lang verblijf als voor korte vakanties. Als het gaat om lange vakanties, had Friesland 600.000 Nederlandse bezoekers. In 2015 er waren 580.000 bezoekers, maar in 2016 groeide dat aantal tot 690.000.



Uit de statistieken blijkt dat Nederlandse gasten het ook op prijs stellen om in de loop van de jaren korte vakanties in Friesland door te brengen. In 2014 waren er 590.000 van deze gasten in Friesland voor een kort verblijf. In 2015 steeg dit aantal naar 640 en in 2016 waren er 640.000 Nederlandse toeristen die de Friese provincie verkozen voor hun korte vakantie. Het aantal niet alleen Nederlandse bezoekers groeide echter in de loop der jaren als het gaat om toerisme in Friesland. Internationale toeristen blijken Friesland ook in de loop der jaren meer te waarderen. Terwijl er in 2014 en 2015 302.000 internationale gasten waren in de Friese provincie, ontving Friesland in 2016 317.000 van internationale bezoekers.

Ten opzichte van 2012 is het inkomende toerisme in Friesland in 2016 met 37% gestegen. Ook het aantal kosten dat toeristen maken tijdens hun bezoek aan Friesland, groeide in de loop van de jaren. In 2016 hebben de gasten die in Friesland verbleven, in totaal 476 miljoen euro besteed aan de vrijetijdssector. Dit was 10% meer dan in 2015. De internationale bezoekers hebben een aandeel in alle kosten die de toeristen maken voor 40%. Met betrekking tot kort verblijfstoerisme werd er 710 miljoen euro uitgegeven door de toeristen die Friesland bezochten. Dat was 20% meer dan in 2012.

2. Best practices setting up local cultural communities

Om een handleiding voor IO4 te ontwikkelen (Hoe lokale culturele en natuurlijke erfgoedgemeenschappen op te zetten?), kan het nuttig zijn om twee voorbeelden te illustreren van het opzetten van lokale culturele gemeenschappen. Dit hoofdstuk bevat dus twee best practices van dergelijke gemeenschappen in de Friese provincie en hoe ze zijn ontwikkeld. Eerst zullen deze twee best practices worden gepresenteerd, maar in de loop van het hoofdstuk zal er onder andere worden uitgelegd hoe de lokale culturele gemeenschappen zijn opgezet en welke de stappen waren om te mobiliseren.

2.1 Algehele presentatie

De twee best practices die in dit rapport worden gepresenteerd, zijn de gemeenschappen die zijn opgericht voor twee culinaire initiatieven in Leeuwarden. Dat zijn: Smaakstad Leeuwarden en Ljouwert Culinaire, beiden organiseren evenementen waarbij lokaal eten een cruciale rol speelt, zodat de bezoekers kunnen genieten van de Friese keuken. Hoewel Smaakstad Leeuwarden en Ljouwert Culinaire zowel mensen als het eten in Friesland samenbrengen, hebben ze allebei hun eigen doelen en andere benadering van evenementen die ze organiseren.

2.1.1 Smaakstad Leeuwarden

Smaakstad Leeuwarden is ontwikkeld op basis van Leeuwarden, de hoofdstad van de smaak in 2015. Nadat Leeuwarden in 2015 de hoofdstad van de smaak was, bleven veel van de culinaire projecten bestaan en waren vanaf dat moment een onderdeel van Smaakstad Leeuwarden. Om kort te zijn: Leeuwarden als de hoofdstad van de smaak werd Smaakstad Leeuwarden. De belangrijkste ambitie van Smaakstad Leeuwarden is om iedereen bekend te maken met de smaak van gerechten gemaakt in Leeuwarden en de rest van de Friese provincie.



Daarom organiseert Smaakstad Leeuwarden verschillende evenementen, zodat de lokale producten worden herkend en volledig kunnen worden gewaardeerd door iedereen die de evenementen in Smaakstad Leeuwarden bezoekt.

De gasten van Smaakstad Leeuwarden evenementen kunnen het eten van lokale gerechten combineren met muziek, cultuur en geschiedenis die Smaakstad Leeuwarden en de stad Leeuwarden bieden. Sommige evenementen hebben een thema en worden elk jaar georganiseerd. Je kunt bijvoorbeeld genieten van jazzmuziek terwijl je culinaire hoogtepunten probeert in een aantal restaurants in Leeuwarden. De Groot Liwwadder Diner is ook een opmerkelijke gebeurtenis die al een paar keer is georganiseerd. Dit evenement wordt georganiseerd door Smaakstad Leeuwarden in samenwerking met verschillende voedingsbedrijven, restaurants en een MBO. Ongeveer 1000 mensen eten samen. Het thema van het Groot Liwwadder Diner is om mensen te verbinden via 'het delen van het avondeten'. Op deze manier kunnen de bezoekers van dit evenement nieuwe mensen ontmoeten en in contact blijven met kennissen.

2.1.2 Ljouwert Culinair

Ljouwert Culinair wil de lokale eetervaring samenbrengen met het goede doel. Dit openluchtevenement heeft bijna elk jaar bezoekers die gedurende drie dagen kunnen genieten van het eten gemaakt door de Friese restaurants.

Een aantal lokale restaurants kan deelnemen aan Ljouwert Culinair en is altijd georganiseerd en bemand door de Lionsclub Ljouwert '80. Sinds 2018 heeft de club de organisatie van het evenement overgedragen aan een andere partij. De Lionsclub Ljouwert '80 zal echter een stand hebben om alsnog het geld voor het goede doel te verzamelen. De locaties van Ljouwert Culinair zijn niet altijd hetzelfde, waardoor het interessanter wordt.

Op deze manier kunnen de bezoekers van Ljouwert Culinair meer van Leeuwarden ontdekken. Er is veel enthousiasme voor dit initiatief, elk jaar bezoeken ongeveer 5000 tot 10.000 mensen Ljouwert Culinair. Een deel van de inkomsten die de evenementen binnenhalen, gaat naar het goede doel, naar Hospice Marcelis Goverts Gasthuis. Dit hospice biedt de steun, zorg en gastvrijheid aan mensen die ongeneeslijk ziek zijn. De opbrengst van Ljouwert Culinair zal ervoor zorgen dat het hospice een nieuwe keuken krijgt.

2.1 Development of the communities

Om te helpen bepalen hoe de culturele gemeenschappen moeten worden opgezet en ontwikkeld in het ROOTS-project, zijn er voorbeelden van dit geïllustreerde proces van Smaakstad Leeuwarden en Ljouwert Culinair. Beide hebben vergelijkbare thema's: het promoten van lokaal eten en het bij elkaar brengen van mensen. Deze paragraaf beschrijft de ontwikkeling van de gemeenschappen voor Smaakstad Leeuwarden en Ljouwert Culinair.

2.2.1 Smaakstad Leeuwarden

De ontwikkeling van de lokale culturele gemeenschap van Smaakstad Leeuwarden was allereerst het opzetten van een stichting. Het was ook van belang om projectmanagers toe te wijzen om de projecten gepresenteerd als evenementen te ontwikkelen en te leiden. Een andere belangrijke zorg was subsidies in de vorm van lokale subsidies.

De sectoren die moesten worden betrokken waren: gastvrijheid, zakelijke financiën en kunst en cultuur.



De stichting gebruikte een Bidbook als basis om Smaakstad Leeuwarden te creëren. Het Bidbook legt uit wat Friesland te bieden heeft met betrekking tot lokale gerechten, wat de doelen zijn voor Smaakstad Leeuwarden en welke evenementen er gehouden moeten worden om de beoogde stakeholders, bezoekers en ambities aan te trekken.

2.2.2 Ljouwert Culinair

In het geval van Ljouwert Culinair heeft het opzetten van een lokale culturele gemeenschap, Lionsclub Ljouwert '80, de belangrijkste rol gespeeld. Deze club organiseert evenementen waarvan het verzamelen van inkomsten voor goede doelen een cruciaal doelwit is. Ljouwert Culinair is een van deze evenementen en zoals voor alle andere evenementen of activiteiten die Lionsclub Ljouwert '80 organiseert, betrekken zij hun netwerk en capaciteit om ervoor te zorgen dat de evenementen alle ingrediënten hebben om te slagen. De goede doelen die profiteren van bijna alle inkomsten die een evenement als Ljouwert Culinair oplevert, kunnen heel verschillend zijn en ook lokaal en internationaal zijn. Voor het evenement Ljouwert Culinair is de liefdadigheidsinstelling Hospice Marcelis Goverts Gasthuis. Naast het organiseren van evenementen voor een goed doel, het doel van Ljouwert Culinair is ook om lokale catering, zoals restaurants, te promoten.

2.1 Identificeren van de stakeholders

Om de leden van de gemeenschap te definiëren, is het essentieel om aandacht te schenken aan de belanghebbenden. Ze vormen een belangrijke (doel) groep in elk project / evenement. Deze paragraaf illustreert dus hoe het stakeholders werden geïdentificeerd voor Smaakstad Leeuwarden en Ljouwert Culinair.

2.3.1 Smaakstad Leeuwarden

Het bieden van gezondheidsvoordelen was een van de cruciale doelen voor Smaakstad Leeuwarden. Het doel was ook om meer kopers op te schalen met productie. Dit betreft lokale boeren en andere kleine lokale bedrijven die voedsel produceren in Friesland. De stakeholders zijn geïdentificeerd door aandacht te schenken aan de doelstellingen van Smaakstad Leeuwarden. Smaakstad Leeuwarden omvat dus veel lokale restaurants, lokale voedselleveranciers, de lokale overheid, de sponsors, plaatselijke onderwijsinstellingen en de bezoekers van de evenementen. Ze zijn allemaal de belanghebbenden die profiteren van Smaakstad Leeuwarden.

2.3.2 Ljouwert Culinair

Het proces van het identificeren van de stakeholders was binnen Ljouwert Culinair vergelijkbaar met dat van Smaakstad Leeuwarden. Ljouwert Culinair als een regionaal culinair liefdadigheidsevenement dat omwille van zijn doelstellingen en de manier waarop die doelen moeten worden bereikt ook lokale restaurants, sponsors, bezoekers en de lokale overheid omvat. Al die stakeholders leveren hun diensten en producten om Ljouwert Culinair te maken vruchtbaar, maar ze profiteren ook van de voordelen die het resultaat zijn van het lokale culinaire liefdadigheidsevenement.

2.4 Benefits of communities for own members

Bij het ontwikkelen van een community is het altijd belangrijk om de doelen van deze community te definiëren en hoe de community hiervan profiteert. Wat zullen de leden van de gemeenschap krijgen als onderdeel van een cultuur

2.4.1 Smaakstad Leeuwarden

Lokale voedselleveranciers worden bijvoorbeeld erkend door de restaurants, leren van de restaurants met betrekking tot hun behoeften en genereren zo meer inkomsten. Restaurants werken samen met lokale voedselleveranciers om gezondere producten te gebruiken en hun gerechten meer aan de klanten te promoten vanwege de gezondheidsvoordelen.

Smaakstad Leeuwarden zorgt ervoor dat er meer bezoekers naar Leeuwarden komen. De sponsors krijgen hun product in de 'schijnwerpers' vanwege hun betrokkenheid bij Smaakstad Leeuwarden. De toeristen en bezoekers die Smaakstad Leeuwarden aantrekt, betalen hun consumpties terwijl ze in Leeuwarden zijn, wat de lokale economie een boost geeft. Lokale onderwijsinstellingen voorzien de Smaakstad Leeuwarden van de hulp van hun studenten en de studenten krijgen meer ervaring als onderdeel van Smaakstad Leeuwarden. De bezoekers krijgen een introductie tot de lokale keuken die de restaurants op een originele manier aanbieden (terwijl ze er zijn) vermaakt met jazzmuziek bijvoorbeeld).

2.4.2 Ljouwert Culinair

De restaurants die deelnemen aan dit evenement, hebben het voordeel dat ze ervoor zorgen dat de bezoekers ze leren kennen en dat ze het eten dat ze serveren kennen. Dit resulteert in het genereren van meer inkomsten voor de lokale restaurants omdat de bezoekers van Ljouwert Culinair bekend zijn met hun eten als gevolg van het evenement. Zij bepalen de lokale restaurants die ze graag zouden bezoeken als gevolg van de Ljouwert Culinair. De sponsors promoten hun producten terwijl ze het evenement sponsoren. De bezoekers kunnen proeven van de gerechten die de lokale restaurants maken, maar ook iets betekenen voor de samenleving, wetende dat een aanzienlijk deel zal worden gedoneerd aan een goed doel. De lokale overheid brengt geen kosten in rekening voor het deel van de stad dat bezet wordt terwijl ze bijvoorbeeld Ljouwert Culinair vasthoudt. Hun voordeel is dat ze meer toeristen en andere gasten in de stad hebben die mogelijk nog een bezoek aan Leeuwarden zullen brengen na het genieten van Ljouwert Culinair, dat net als bij Smaakstad Leeuwarden biedt lokale bedrijven meer inkomsten.

2.5 Community Ontwikkel Methode

In het ROOTS-project zal er een handleiding zijn die een product is van IO4 dat zal beschrijven hoe een cultureel gemeenschap moet worden opgezet en ontwikkeld. Dit zal van nut zijn voor de toeristische micro-organisaties en



MKB om Cultural Heritage Tourism op de meest optimale manier te betrekken. De Community Development Methods van Smaakstad Leeuwarden en Ljouwert Culinair worden in deze paragraaf geïllustreerd en dienen als voorbeeld voor de handleiding.

2.5.1 Smaakstad Leeuwarden

De ontwikkeling van de gemeenschap met betrekking tot Smaakstad Leeuwarden werd aangedreven door een van de belangrijkste doelen van het establishment. Dat doel was om mensen te verbinden via innovatieve projecten. Het betekende het samenbrengen van verschillende groepen mensen om samen te werken aan iets nieuws in de regio. Die groepen in het algemeen zijn nog steeds vertegenwoordigd in de huidige Smaakstad Leeuwarden-projecten door distributeurs, kopers en restaurants.

2.5.2 Ljouwert Culinair

Het hoofddoel van de Lionsclub Ljouwert '80 die Ljouwert Culinair altijd organiseerde, was geld inzamelen om het aan een bepaald goed doel te schenken. Wat de club ook constant richtte met Ljouwert Culinair was om de lokale restaurants te promoten en meer bezoekers naar het evenement en naar Leeuwarden te trekken. De gemeenschapsontwikkeling werd gerealiseerd door een goed netwerk te hebben om iedereen te bereiken, van restaurants tot media voor promotie. Het was ook belangrijk om contact te houden met het netwerk zodat Ljouwert Culinair herhaaldelijk kon worden vastgehouden. Daarbij was het cruciaal om vroeg te beginnen (ongeveer 9 maanden voor het evenement), zodat iedereen uiteindelijk zou kunnen vervullen hun verantwoordelijkheden waarmee zij akkoord gingen voor het evenement om te slagen.

2.6 Het mobiliseren van communities

Een van de belangrijkste stappen om een gemeenschap op te zetten en te ontwikkelen, is het essentieel om te bepalen hoe deze gemeenschap zal worden gemobiliseerd. Op deze manier kan een community worden gevormd. Deze paragraaf beschrijft de mobilisatie van de gemeenschappen voor Smaakstad Leeuwarden en Ljouwert Culinair.

2.6.1 Smaakstad Leeuwarden

De mobilisatie van Smaakstad Leeuwarden was gebaseerd op de ambitie om lokaal gezond voedsel te promoten, dus het Bidbook van Smaakstad Leeuwarden beschrijft vier doelen die moesten worden bereikt. Die doelen zijn: bewustzijn van het voedsel dat we eten, groeien en duurzaam resultaat, aantrekken van toerisme en onderwijs om betere maaltijden te maken. Na de ontwikkeling van de hoofddoelen van Smaakstad Leeuwarden zijn de evenementen en activiteiten die reeds in Friesland plaatsvinden en moeten plaatsvinden, verzameld en mogelijke stakeholders geselecteerd.



Speciale aandacht in deze selectie kregen de lokale voedselproducenten en initiatieven. Daarna was een van de belangrijke stappen om de gemeenschap te mobiliseren om in contact te komen met de mogelijke belanghebbenden. Dus voordat de Smaakstad Leeuwarden werd georganiseerd, was er contact met de lokale overheid, Friese chefs van verschillende lokale restaurants en andere belanghebbenden. Het promoten van Smaakstad Leeuwarden bij de bezoekers was ook een van de belangrijkste punten, dus er was ook een selectie gemaakt van alle kanalen die zouden worden gebruikt om de mogelijke bezoekers te bereiken. Communicatie was de sleutel om de gemeenschap voor Smaakstad Leeuwarden te mobiliseren.

2.6.2 Ljouwert Culinaire

Om de gemeenschap binnen het Ljouwert Culinaire te mobiliseren, moeten de organisatoren vastberadenheid tonen telkens wanneer het evenement wordt georganiseerd. Om Ljouwert Culinaire succesvol te maken, is het nodig om bijvoorbeeld voldoende stakeholders en sponsors te hebben. Om zeker te zijn van hun samenwerking, moest de Lionsclub Ljouwert '80 al in de beginfase van het organiseren van dit evenement op regelmatige basis contact hebben met restaurants voor voorbeelden. Niet alle belanghebbenden en sponsors waren direct begaan met hun deelname aan het evenement. Sommigen hebben gezegd om mee te doen, maar er werd niets op papier gezet om het te bewijzen. Daarom duurde het voor sommige belanghebbenden een tijdje en veel doorzettingsvermogen voordat hun deelname duidelijk en afkeurend was. Om alle leden van de gemeenschap aan te trekken, moest de Lionsclub Ljouwert '80 gebruik maken van hun brede netwerk.

2.7 Stappen voor het 1 jaar en 3 maanden plan

Het kan vaak verstandig zijn om een bepaald, tijdsafhankelijk plan te maken voor een activiteit, een project of een evenement. Smaakstad Leeuwarden heeft echter projecten die herhaaldelijk worden gehouden en Smaakstad Leeuwarden is een evenement dat bijna elk jaar wordt georganiseerd. Daarom bevat deze paragraaf niet de stappen voor een 1-jaarplan of een 3-maandenplan ontwikkeld voor Smaakstad Leeuwarden en Ljouwert Culinaire. Het beschrijft de algemene plannen en de organisatie van die twee beste praktijken.

2.7.1 Smaakstad Leeuwarden

De ontwikkeling van Smaakstad Leeuwarden begon eind 2013 en was gericht op 2015. Leeuwarden werd genomineerd als 'Hoofdstad van de smaak' voor 2015, maar toen de oprichting van Smaakstad Leeuwarden begon, was het niet duidelijk of de Friese stad zou worden gekozen als de hoofdstad van Smaak. Gelukkig werd Leeuwarden uiteindelijk gekozen als de hoofdstad van de smaak, dus in 2015 waren er 30 projecten georganiseerd om de nieuwe titel van Leeuwarden waar te maken. De titel was slechts voor een jaar, maar het betekende niet dat de culinaire projecten die voor dat jaar waren ontwikkeld, zouden verdwijnen. Uiteindelijk werd Leeuwarden de Smaakstad Leeuwarden met voornamelijk dezelfde projecten.



Er is een nalatenschap ontwikkeld voor de projecten die ook na 2015 worden gehouden en elk project is sindsdien een onderdeel van Smaakstad Leeuwarden. Er waren dus geen plannen voor 1 jaar en 3 maanden. Smaakstad Leeuwarden is oorspronkelijk ontworpen als een stichting met culinaire projecten die continu moeten worden georganiseerd. Omdat Leeuwarden sinds 2015 geen 'Capital of Taste' is, zijn er minder subsidies verstrekt door de overheid voor Smaakstad Leeuwarden. Het is van belang om de erfenis te behouden en Smaakstad Leeuwarden duurzaam te houden met minder subsidies.

2.7.2 Ljouwert Culinaire

Er was ook geen specifiek plan van 1 jaar of 3 maanden ontworpen voor Ljouwert Culinaire. Dit evenement is ontwikkeld om elk jaar in september te worden herhaald. Daarom is er een actieplan gemaakt om het evenement elk jaar te organiseren. Het Plan van Aanpak bevat bijvoorbeeld welke licenties moeten worden aangevraagd, hoe de muziek moet worden georganiseerd en de planning voor elk jaar. De organiserende Ljouwert Culinaire begint altijd met de evaluatie van het evenement in het voorgaande jaar. Om ervoor te zorgen dat Ljouwert Culinaire elk jaar succesvol wordt, is de Lionsclub Ljouwert '80 een bestuur en bepaalde subcommissies die bijvoorbeeld verantwoordelijk waren voor de voortgang van goede doelen.

2.8 Procedure voor monitoren en evaluatie

Monitoring en evaluatie van de gemeenschapontwikkeling helpt om te analyseren of de gemeenschap op de juiste manier is opgezet en voldoet aan alle gestelde doelen. Dit resulteert in de mogelijkheid om te beslissen wat er al goed gaat in het proces en wat kan worden verbeterd. De monitoring en evaluatie van de beste twee praktijken die in dit rapport worden gepresenteerd, volgt in deze paragraaf.

2.8.1 Smaakstad Leeuwarden

De monitoring van Smaakstad Leeuwarden is de taak van het bestuur. De projectmanagers controleren alles wat nodig is voor de projecten van Smaakstad Leeuwarden en ontvangen daarvoor een budget van het bestuur. Het bestuur heeft het budget in hun bezit, waarmee de overheid ze heeft voorzien. Er was een zekere verantwoordelijkheid voor de projectmanagers om goede lokale voedselprojecten te ontwikkelen en te organiseren en voor het bestuur om de begroting zodanig te reguleren dat er voldoende waardevolle projecten zullen zijn die passen in de begroting. Daarom zijn er verschillende evaluaties gemaakt, die begonnen zijn met het evalueren van Leeuwarden Capital of Taste 2015. Deze evaluatie beschrijft hoe Leeuwarden als Capital of Taste op verschillende niveaus slaagde, zoals onderwijs en het gebruik van sociale media door de (potentiële) bezoekers. Na die evaluatie waren er een paar meer voor Smaakstad Leeuwarden die een groot deel van de projecten omvatten die werden ontwikkeld voor Capital of Taste 2015.



2.8.2 Ljouwert Culinaire

De evaluatie van het Ljouwert Culinaire-evenement dat plaatsvond in het voorgaande jaar is altijd in december, 9 maanden voordat het volgende Ljouwert Culinaire-evenement plaatsvindt in september. De evaluatie is ook bij herhaling een startpunt wanneer Ljouwert Culinaire wordt georganiseerd. Er zijn ook andere evaluerende momenten in oktober, toen de evaluatie betrekking had op de restaurants en een sponsor. Eerder zorgde Lionsclub Ljouwert '80 er altijd voor dat het evenement werd geëvalueerd. Sinds 2018 organiseert deze club Ljouwert Culinaire niet meer, dus het evenement zal niet meer worden geëvalueerd door Lionsclub Ljouwert '80.

3. Conclusie

Door de nadruk te leggen op de twee beste praktijken die de ontwikkeling van lokale culturele gemeenschappen benadrukken, is het nu mogelijk om de belangrijkste ingrediënten voor het opzetten van dergelijke gemeenschappen te bepalen. Die essentiële ingrediënten zullen IO4 helpen door als basis te dienen voor de handleiding die zal worden ontwikkeld om die intellectuele output te bereiken. De belangrijkste ingrediënten die zijn bepaald op basis van de twee beste praktijken die in dit rapport worden beschreven, worden in dit hoofdstuk beschreven. Ook zal er een checklist zijn voor het opzetten en ontwikkelen van community's die een nuttig hulpmiddel zal zijn om op te nemen in de handleiding die het product zal zijn van IO4.

3.1 Key ingredients communitydevelopment

De beschrijving van twee best practices (Smaakstad Leeuwarden en Ljouwert Culinaire) leidde tot erkenning van de belangrijkste ingrediënten voor het opzetten en ontwikkelen van een lokale culturele gemeenschap. De belangrijkste ingrediënten verkregen uit de twee best practices zijn:

3.1.1 Smaakstad Leeuwarden

1. Verdeel de verantwoordelijkheden van het bestuur en die van de projectmanagers of andere personen die verantwoordelijk zijn voor het proces en de ontwikkeling van evenementen en projecten.
2. Degenen die verantwoordelijk zijn voor het project of de ontwikkeling en het proces van het evenement moeten in gedachten houden dat het

3.1.2 Ljouwert Culinaire

1. Begin met de organisatie en werving van sponsors en restaurants, vooral in een zeer vroeg stadium.
2. Motiveer de restaurants en andere stakeholders (specifiek sponsoren) zoveel mogelijk en ook in een zeer vroeg stadium.
3. Zorg dat je concrete bevestigingen van de stakeholders hebt om op papier deel te nemen aan het evenement / project.



3.2 Checklist communitydevelopment

De checklist is een handig hulpmiddel om een community te ontwikkelen. Het geeft een korte, to the point beschrijving van ingrediënten

3.2.1 Smaakstad Leeuwarden

- Enthousiaste uitvoerders (bijvoorbeeld projectmanagers)
- Verkoop het evenement / project op een gedistingeerde manier
- Gebruik veel kanalen om de gebeurtenis / het project met de belanghebbenden en andere leden te promoten en

3.2.2 Ljouwert Culinaire

- Start de organisatie en plan zeer vroeg. Vraag de licenties een jaar voor het daadwerkelijke evenement aan, recruteer de restaurants en andere belanghebbenden door ook in een vroeg stadium te motiveren en zorg ervoor dat iedereen die je nodig hebt om deel te nemen, het op papier bevestigt.
- Zorg dat er een back-upplan is (gebeurtenisbeheer).

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Models of community building



1. INTRODUCTION

The region of Extremadura is an autonomous community located at the South-West of the Iberia Peninsula; it is an interior region and approx. 41,635 km² wide.

Extremadura has three sites which have the UNESCO World Heritage designation. In Mérida, its capital, visitors should not miss exploring its archaeological site, which every summer is used as the venue for a major theatre festival. The historic quarter of the city of Cáceres is also well worth a visit, as is the Royal Monastery of Santa María de Guadalupe in the surrounding area. Another of Extremadura's attractions is its spectacular scenery, always a particular favourite with birdwatchers. Highlights include the Monfragüe National Park, the Jerte valley and the region's characteristic wooded pastures. A visit to the Jerte valley is highly recommended in spring, when the cherry trees are in blossom and the valleys are clothed in a blanket of white. And the pastures are used for grazing the pigs, which then go on to make the world-renowned cured ham from the Dehesa de Extremadura.

It is the Spanish region with more kilometres of inland coastline: more than 1,500km, distributed in rivers and numerous effluents, natural and artificial lakes, natural pools and reservoirs; it even counts on the first fluvial beach with blue flag in Spain.

With a population of 1.092.997 (2015) its one of the areas with the lowest population density in Spain. The language is Spanish and the main religion is catholic. Life expectancy for women is 85,7 years and for men 79,17 years, resulting in an average expectancy of 82,07 (2015).

The currency is EURO and the GDP per capita is 16.166 € (2015). Inflation, consumer prices (annual %) was at -0,9% in May 2016.

A total of 1.634.105 visitors were accounted for in 2015 of which 5,3% were international visitors (249.887), a number which increased above the national average (13,17%). The statistical data available do not provide a differentiation for national and international visitors in relation to the purpose of their visit.

For both groups the main purpose of visit was holiday/rest/weekend (58,3%) and get to know the historical/artistic patrimony (41,2%), other relevant motives are the explore the natural spaces (27,9%) and enjoy the gastronomy /21.5%).

The main countries are France (15,1%), UK (12,5%), Germany (11,4%) and Portugal (10,9%). Italy only accounts for 4,2%.

The data concerning the length of stay in Extremadura do not make a distinction between national and international visitors, only overall numbers are measured.

For this reason here the data presented cover both types of visitors. However, there are data concerning the number of stays of international visitors, which accounted for 13,03% in 2015 (an increase of 10.9% with regards to 2014). In 2015 the average stay of visitors was 1.77 days, a number which is in essence the same as the year before. The province of Cáceres has an average stay of 1.88 days per visitor, while Badajoz has 1.61 days.

Among all the beautiful places and the artistic richness in Extremadura, the so called “World Heritage Triangle” made of Cáceres, Guadalupe and Mérida stands out. These three cities have been recognized by the UNESCO with such distinction.

Mérida was a Roman Colony founded as Emerita Augusta by Roman Emperor Augustus in the year 25 B.C. Its most important buildings and private houses have been restored and recovered to preserve the Archeological Ensemble of Mérida. Among the best well-kept buildings we may find the Theatre, Amphitheatre or the Circus. As well as the Miracles Aqueduct, Roman bridge over the Guadiana River, Diana's Temple, Mitreo's House or the Arab Fortress are examples of the large amount of monuments that stand out in Mérida.

The old Town of Cáceres is one the Medieval Ensembles best well-kept in the Iberian Peninsula and Europe. Walls, palaces, churches, squares, streets, alleys,... All these elements recall Cáceres' Golden Age. America's Conquest's Legacy is in the details, in the facades of the Palaces, in the legends about the inhabitants of Cáceres of the age.

The Royal Monastery of Santa María de Guadalupe, it is know after “The Museum of the museums” due to the historic artistic heritage inside its walls, for this reason the Monastery is famous in Spain and the rest of the World. Zurbaran's works of art or the books are housed in a Gothic Mudejar Renaissance style Monastery make the stay unforgettable.

2. EXAMPLES OF BEST PRACTICES OF RURAL TOURISM SMES COMMUNITIES

that use the opportunity of cultural patrimony in promotion and development of their members (two best practices).

Models of community building



2.1 General presentation

Best Practice 1: The Mozarab Way Cooperation Project has as its main objective the generation of an innovative model of planning and management of the Mozarab Way of Santiago as European Cultural Itinerary, according to the needs and motivations of the 21st century pilgrim. The project has been financed by the Ministry of Agriculture, Food and Environment, within the framework of the National Rural Network, and coordinated by the Local Action Group "Ceder La Serena". The project partners have been 14

Local Action Groups of Andalusia and Extremadura and it was counted as Collaborating Entities with 4 Associations of Friends of the Way of Saint James.

Best Practice 2: The Ceres Ecotur project is an initiative of Ecoagroturismo Foundation, the representative of International ECEAT (European Centre for Ecological and Agricultural Tourism) in Spain, and aims to unify an ecological tourism network in Spain. The project was born as an initiative aimed at the preservation, conservation and dissemination of rural and ethnographic heritage, and the surrounded environment.

Activities are integrated in agro-livestock farms whose managers offer leisure activities related to the agriculture and livestock traditional world, reinforcing their relationship with tourism. Ceres Ecotur is a certification applied in Spain, which takes as reference the European organic quality system ECEAT, under a sustainability criterion that measures the level of commitment to the environment, socio-cultural and economic with the destination.

2.2 How they were set up

The networks came out of 2 different types of initiatives. Best Practice 1 came to light through an open call for projects funded by the Ministry of Agriculture, Food and Environment. Based upon the call and the priorities, a group of Local Action Groups took action jointly and created the project idea and invited other relevant stakeholders. Best Practice 2 This project arises from the commitment made between the Ecoagrotourism Foundation and ECEAT-International in 2003, according to the conclusions of the nternational Year of Ecotourism in 2002. To reach the Ecolabel, the initiatives of eco-tourism have to be committed to some basic and mandatory engagements in Sustainable agriculture, Cultural Heritage, Natural environment and Renewable energies. The Ecolabel initiative is carried out in cooperation with the European

Centre for Ecological and Agricultural Tourism FCFAT created in The Netherlands in 1993

2.3 How they identified the stakeholders

The participating stakeholders were already collaborating on other topics and in regular working groups, either all together or in bilateral or smaller group settings. They were thus already aware of the needs and the interests of each in supporting the initiative for the network.

Models of community building



Best Practice 1: The Associations of Friends of the Way in Andalusia had been working since the early 1990s in the recovery, signaling and promotion of the Way.

Best practice 2: The ECOAGROTURISMO FOUNDATION was born in 2005 as a result of long years of collaboration between associations and individual initiatives related to rural tourism, ethnography and the environment. It was this foundation that joined forces with ECEAT-International to set up the network.

2.4 Which are the benefits of these communities for their members

Best practice 1:

The overall objective of the project is the consolidation of the cooperation network between (Andalusia, Extremadura, Castilla y León, Galicia), rural territories that have generated an innovative model of planning and management St. James Way as European Cultural Itinerary, in line with the needs and motivations of the 21st century pilgrim. Being it a cultural itinerary with a linear route, it is key to share the same action methodology and joint planning of the actions to be developed in each territory, therefore the need for interterritorial cooperation.

Best Practice 2: The benefits are mainly related to the obtainment of an eco-label, which is important for positioning and marketing. Also a joint website highlights all those that are part of the network and have the label. ECOTUR proposals include high quality ecotourism initiatives engaged with local cultures.

They consist in innovative accommodations such as hostels and rural houses, pedagogical farms projects, didactic activities and a great variety of Natural Tourism proposals. They support agriculture and animal husbandry of the communities by promoting their typical and ecological home made products.

Ceres Ecotur Project has a network of eco-agro-tourism and rural tourism establishments along with companies of outdoor activities that have passed a certification process in order to obtain the ECEAT Ecolabel meeting the required parameters in each of the groups of variables

2.5 Community Development Methods

Best Practice 1: The effort of the co-reparation: Uniting to achieve a common goal is complex, involves individual effort and continuous negotiation. ("You have to win, not to be together, but to do something together.").



Models of community building



Project management: We did not start from km 0. We started from the work of the Friends of the Way Associations. The Local Actions Groups added their experience in public funds management, and their methodologies for encouraging local population to be involved in projects.

Best practice 2: Rural tourism accommodations, actors and companies apply to join the network, there is joint web page with information on the network and the members. A search option for accommodation is also available. The network is a on-line community with a website. They all have passed a certification process in order to obtain the ECEAT Ecolabel, meeting the required parameters in each of the groups of variables.

2.6 The steps to mobilize the community

Best practice 1: The CEDER "La Serena" convened a meeting in Córdoba in 2008 with all the partners, laying the foundations for cooperation. The definition of the project was raised from the beginning through the following plan:

- There was a plan defined and agreed by all the participants.
- The Project was approved in all the territories.
- Common actions and individual actions were defined.
- A Cooperation Protocol was signed.

Best practice 2: The website is the main tool to reach new/potential members for the network.

The Ecoagroturismo Foundation, the representative of International ECEAT (European Centre for Ecological and Agricultural Tourism) in Spain, set up the network and is the organisation behind the community.

This project arises from the commitment made between the Ecoagrotourism Foundation and ECEAT-International in 2003, according to the conclusions of the International Year of Ecotourism in 2002.

2.7 The steps to make a 1 year and 3 months plan

Best practice: The plan was realised when preparing the proposal to be submitted for funding.

With regards to future plans, the network has started to work in a new phase of cooperation that includes the Ways of Saint James from the regions of Andalucía, Extremadura and Castilla León.

The steps are:

- Design of common strategies that allow the network to function adequately and to implement the actions with a major efficiency.
- Exchange of experience between Local Action Groups, Associations related to Jacobea, and the rest of the implicated agents with the aim of transferring results.

Local engagement actions in each of the participating territories

2.8 The procedures for monitoring & evaluation

Best practice 1:

A set of performance indicators are identified to measure and monitor progress and results:

- Number of Km signposted
- Accommodations included in the Reception Network
- Restaurants involved
- Pilgrim Information Points.

The indicators are monitored by the governing structure, which revises the progress and the commitment of the participants in the project. The project coordinator is in charge of the correct application and implementation of the actions and the monitoring of the cooperation. The Assembly of Cooperators is composed by 1 representative of each of the organisation which are a member, it is in charge of strategical decision making. A technical committee is in charge of the day-to-day running and activities. Advisory committees are used to provide additional insights. Regular meetings of the groups are realised as part of the committee.

Best practice 2: The procedures for obtaining the eco-label are based upon a set of values for the accommodation and outdoor activities.

For accommodation:

- Sustainable agriculture: Promote organic farming and agricultural biodiversity with native products. Active contribution to the sustainable agriculture matter. To offer a quality cuisine based on proximity, seasonality and natural food.
- Cultural heritage: Sensitivity and respectful appreciation to local traditions and cultures, and its conservation. Active contribution to the sustainable development of the local economy.
- Nature Conservation: Respect to the surrounding environment and promotion of awareness-raising and / or environmental education activities
- Natural resources: Management of natural resources, waste treatment and energy saving

For outdoor activities

- Demonstrated experience, knowledge and commitment to the destinations.
- Support to the local economy.
- Environmental sustainability of their activities.
- Active contribution to environmental, social, cultural and ethnographic conservation.
- Total commitment to quality and safety throughout their offer.

Models of community building



2.9 Final conclusion on which you believe there are the key ingredients & checklist for community setting up and development.

When looking at the best practices and other relevant networks, why they were created and what went well and what not, some interesting lessons can be learned for creating a network/community:

Setting up the network

- Bottom-up: networks are usually created by those already active in the tourism sector.
- Networks are usually created by persons or organisations that feel that their needs for support are not covered by other public or private entities, or by companies that see in the joint positioning, marketing and selling of products a business opportunity.
- The founders of a network normally have already some previous experience in cooperating with each other although on a more ad-hoc basis.
- Members join the networks for the opportunities of knowledge/information exchange, mutual support and generating new business opportunities, but also for the specific activities it provides such as e.g. training courses.
- Remain faithful to the values of the network.
- The strength of many: networks are set up (and members join) because they feel that together they can make a change, influence policy or simply better position and sell their services or goods.

What to do

- Allow for enough time and space for exchanging knowledge, the networking opportunities tend to be reasons for which members join, and the main reason for staying a member.
- Promote and highlight your added value and the benefits of being a member, not only to your potential members but also to the existing ones (“client fidelity”).
- Listen to your members, continuously analyse their needs and draw upon their collective knowledge for new ideas and innovations.

What not to do

- Lose sight of your principles and values, if the network is set up to promote responsible tourism, all the activities and services need to align with this principle.
- Put your interests as individual or organisation before the interests and goals of the network, shy away from relying too heavily on the visibility of the network on one single person or organisation, as the outside world might perceive it to be a “one person show”. (which generates a risk if this person or organisation leaves the network).
- Think that governance structures will work out by themselves, if not done from the start it might generate conflicts which smother the network before it even starts.

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Description – Three Sisters 2020

Three Sisters is the combined region of the counties of Waterford, Wexford and Kilkenny. An extraordinary region that is culturally and artistically rich, ingrained in the culture is the arrival of the Vikings and Normans, centuries of agriculture, brewing, fishing, writing, music, language, craft and connecting with communities of South East Ireland to Europe and beyond with a shared history and future. A unique partnership was forged between these three counties in 2015 & 2016 to enter a bid to win the title of European Capital of Culture 2020. These cities collaborated to innovate, share resources, capital, hopes and dreams and position culture as the key resource for a productive, inclusive and sustainable future. One of the measurements of success was the willingness and enthusiasm of the people of the region to come together to create a bright and positive future for a culturally rich region. The Three Sisters European Capital of Culture 2020 Bid was to enable the region to focus collective ambition towards the development of an informed and sustainable regional identity. By harnessing the creative and collaborative potential of their rural and urban areas, the bid was to foster new ways of working that connect, support and transform the lives of those living, working and creating in our region, against the backdrop of our shared European heritage.

Partners Waterford City & County Council Kilkenny County Council Wexford County Council

How was Three Sisters set up

Waterford for the Three Sisters was a new model for culture-led change in a relatively rural region which is geographically to the edge of Europe. It was based on a unique partnership between three historically competing counties (Waterford, Wexford and Kilkenny) in the South East of Ireland. Like many other regions across Europe without a dominant urban centre the Three Sisters was struggling to find a voice and to establish a sustainable approach to economic, social and cultural development. The bid offered strategic opportunity to share capacity and resources to build a sustainable European region and enable the smaller cities and villages to forge a new productive culture-led role. Bringing the three local authorities together to explore, and plan for and invest in culture-led solutions to place, community, social and economic development together they re-imagine the European region

Their ambition to be an example to Europe and to inspire other small regions to work together through Culture to transform their future. The Three Sisters 2020 presented the opportunity to develop greater access for local communities to cross county boundaries to experience the range and dept of an improved cultural offer. It also sets up a programme of the scale, quality and diversity to attract greater numbers of national and international audiences to the region and to drive new collaborative approaches to production and programming across the cultural ecology.

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Three Sisters Culture Company focus on five key functions:

1. Strategic direction and leadership
2. Creative/artistic direction, content and standards
3. Development – deliver step changes and legacy in participation, tourism and the cultural and creative economy
4. Marketing, communications and sponsorship
5. Evaluation – working closely with WIT to provide open access to the evaluation team

The Three Sisters, European Capital Culture 2020 would enable the counties to:

- Pioneer a new model of culture-led regional partnership and investment that connects urban and rural areas, establish shared approaches to development
- Develop a sustainable cultural economy built on collaboration and co-creation
- Shape new ways of working which enable culture led solutions to health and wellbeing issues
- Strengthen the collective sense of place, reanimate citizen engagement and enable new types of cultural activity
- Facilitate a Europe-wide participative agenda which, through culture, critically re-imagines what we mean by 'growth', 'competitiveness' and 'productivity' in regions outside the metropolitan core
- Explore how non-metropolitan regions across Europe can provide sanctuary, opportunity and community for those who have been marginalized, threatened and displaced from their homelands

How they identified the stakeholders

- Regional Councils partnered to include; 89 elected members of the three councils Waterford City & County Council, Kilkenny County and Wexford County Council
- National bodies; Arts Council of Ireland, Design & Crafts Council of Ireland, Failte Ireland, Enterprise Ireland.
- Community Engagement Organisations & Groups, retailers and business networks
- Local authority arts, language officers, culture, heritage, creative industries across the regions.
- Local Chamber of Commerce, Waterford/Carlow Institute of Technology, other businesses non-tourism in the region, airport, Athletic Association, Partnership Organisations
- Regional-hosts, activists, enablers, volunteers, cultural pioneers (in libraries, cultural hubs and health and education settings) across the three regions.
- Identified stakeholders by offering such as key festivals (Kilkenny Arts Festival, Spraoi Festival and Wexford Festival Opera) presenting cultural highlights, drive collaboration connecting programming across the year in conjunction with artists and cultural programmers from across Europe to actively participate in commissions.
- Blueways & Greenways, cycleways, walkways, rural economies, activity based tourism,



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Which are the benefits of these communities for their members

Three Sisters Culture Company a not for profit company Ltd to deliver:

- A world class cultural program for the region and for Europe
- A step change in cultural capacity and participation
- Significant upturn in the regional tourism and visitor economy
- Growth and innovation across the regional cultural and creative economy
- Lasting economic, social and cultural legacy for the region
- An active and effective leadership role for cultural development across Ireland and Europe

Economic outputs; job creation, investment attracted, funding raised (public & private) numbers of visitors and spend increase, hotel beds occupied.

Economic outcomes; spill over effects, competitiveness of the region, confidence and collaboration, innovation capacity, productivity and export readiness

Social outputs; improved health/wellbeing, attainment levels, investment in culture- led solutions and social agendas

Social outcomes; improved cohesion, confidence and wellbeing intercultural literacy and engagement and improved facilities, capacity and expertise for culture led social change.

Cultural outputs; jobs created and safeguarded in cultural sector, investment in cultural infrastructure/ capacity size and diversity of audiences, turnover of cultural organisations

Cultural outcomes; improved confidence in capacity across cultural sector, increased collaboration, improved innovation, excellence, reach and sustainability, transformed engagement levels in priority communities and intercultural communities

Transversal outputs; numbers of new commissions, projects and collaborations, local/national and European in dimension, numbers of accredited qualifications gained lined to ECoC, scale and reach of press and social media coverage

Transferal outcomes; quality of partnership – local/national and European, improved awareness of and commitment to culture as a force for positive change and river of development; evidence of improved strategic commitment and partnership.

Community and Program Development Methods

The program is fundamentally community led and small projects building on existing and creating the new program of events. Promotion and support was gained for cultural and heritage tourism at local level.

To host a series of events which local communities could share their ideas and issues to be identified and resolved throughout the Three Sisters Development. Three Sisters built on the existing work undertaken within the three counties particularly those led by Local Authorities.

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To further support community-based initiatives which seek to enhance and deliver new and existing visitor experiences aligned to the program to include a range of activities including guiding, storytelling, imagery, traditional culture, activities, arts etc.

The program was to provide the platform to share and showcase existing and new best practice cultural and heritage experiences. The program covered 7 streams;

Ambition; activities and events showcasing the ambition of the region. Signalling collaborative practice and citizen engagement. To amaze, delight and provoke and demonstrate capacity to deliver cultural excellence to connect with a wider creative Europe e.g. Sisters X Three Sisters: Musical collaboration.

Three Sisters 2020 enables the generation of new regionally balanced across the calendar year festivals to help build new audiences of locals and visitors to open the region as a destination a place of arrivals and cumar.

Kinship; site specific and site responsive programming across the region – where people live, and work and kinship evolves. The core idea to use built and natural environments and transform their use for social and cultural purpose – thus re-imagining the region in terms of notions of land use, ownership and even beauty. This is both urban and rural regeneration in practice; to also serve to jolt and inspire communities to ask how to use public and private spaces both in/outdoor. To include participation at all levels with sustainable development and long-term regeneration of empty and under used spaces in villages and towns. e.g.

Station to Station; there are 18 abandoned/derelict railway stations across the three regions.

The program is to repurpose the stations as artworks, making them points of arrival. With some temporary installations from 18 appointed artists to realise the project with the local communities at each of the sites, exploring the history of the railway.

Flourishing; events and activities that celebrate and stimulate the rich intellectual culture of the Three Sisters. With debates, lectures, masterclasses and residencies programmed across the region.

To provide access to high quality life long learning to the citizens of Three Sisters to break down barriers to knowledge creation in community hubs and mobilise critical debate across the regions – e.g. Metaphysics:

A Festival of Arts & Science – how we relate to the world around us, a philosophical exercise with questions that go to the heart of how we create and experience culture and how that interacts with the science of that natural order.

Openness; how the program is planned to how stories are told, how to co-create, share and engage and mobilise activate active participation. Developed set of projects where openness is celebrated. Can we be too open? e.g. The Mechanisms of Openness – to facilitate openness as a core discipline so citizens can actively participate in culture and for the cultural sector and those who support it to open their approach to planning, programming and commissioning. Develop an Open Source Event Making Toolkit – accessible to all people in the region on how to make events efficiently, safely and inventively. Working with even professionals, socially engaged artists, local authority events and community departments to develop the toolkit.



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Adventure; a region of social, cultural and aesthetic diversity from gritty urban landscape of industrial runs to the lilted pastures of dairy farms. Focuses on intercultural exchange and mobility – for artists, audiences, ideas and approaches. **Between Bridges** – explores the realities faced by refugees and immigrants coming to Europe from war torn countries. To evolve over a two-year period working with refugees who cross the counties bridge. To symbolise how these ancient points of crossings are today's points of intercultural exchange

Arts, Health & Wellbeing; setting about to have the most integrated, gender balanced, innovative offer for a rural region. **Cultural Prescription for the Three Sisters;** to bring artists from across Europe to co-deliver a large scale cultural prescribing project. To support the development of arts and health projects through information, resources, training and advice and aim to enrich the lives of those receiving and providing healthcare through the arts.

Creative Region/Development; involves a series of shared development activities to support the growth and sustainability of the regional creative economy and to build opportunities for creative careers to prosper in the region. e.g. hub program for micro businesses; each city to open a 'meanwhile space' as a dedicated creative workspace. To be piloted in farms, stately homes and other unexpected locations and hubs.

The steps to mobilize the community

Three Sisters was named by the people of the region in public discussions from the start and the level of engagement increased throughout the process. As Three Sisters brings together three cities and counties they needed to work harder and more imaginatively than tightly drawn cities. The Outreach and Engagement Program was led by the team working close with partnership with Executive Board, Cultural Steering Group, Local Authority Support Group, business organisations, Gaeltacht Organisations, refugee organisations, community partnerships, health providers, specific sector interests – tourism, education, sport and planning. It took the largest ever consultation with the public and with the cultural sector using traditional and new digital platforms. The program was supplemented by dedicated media activity, raising the profile of Three Sisters and mobilising participation. The demonstration projects added energy and purpose to the process making it real, tangible and participatory

The vision is to Re-imagine the region through a focus on culture, community and sustainability beyond the urban. The program was developed through more than a year of engagement with local enterprise, locals and partners. A year of collaboration, understanding, dreaming and of detailed planning to harness the creative forces already at work in the region. The program was shaped to be locally owned yet European in scope, and seek to inspire, to challenge and mobilise participation. This was a gradual process and will continue to evolve and redefine and influence approach. The program is organic in nature and feel, with some program areas more concrete and others relatively open, all to help to re-imagine the region.

The ambition to deliver server years of cross-boundary, inter-city, urban-rural and international collaborative practice.

Models of community building

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Three Sisters encompassed engagement and active participation in culture and the wider community activities, centred on the spirit to share vision, purpose and workload. The voluntary program is a regional taskforce of hosts, activists and enablers across the three counties, working to engage their communities and connect them to the program of new commissions, rural and urban touring work, and cultural pioneers (in libraries, cultural hubs and health and educational settings). This is also where Three Sisters champion both local and incoming creators and makers – providing bespoke support and guidance, commissioning across boundaries to bring different types of creative practices together, and reimagining a region of small independent creative producers and SMEs who offer a different kind of growth; born of provenance influenced by rich traditions of cultural practice, driven by excellence and innovation, deeply embedded in the local spirit and connection.

How communicated with the local population:

- Worked across all sectors of the community from the largest grass roots organisations in the region to business networks, retailers, community groups, local authorities and many more to co-create and then spread the Three Sisters message. Leveraged their communication platforms such as newsletters, e-zines, social media and online platforms to inform the general public about how they can become involved in the application reaching over 150,000 people through 6,183 distinct group businesses and networks.
 - The Ambassadors and Champions assisted in capturing the hearts and minds of the people in the region and to drive the message
 - The Three Sisters Culture Cabin – mobile information centre and engagement platform – visited over 30 large, medium and small scale festivals in the shortlisted phase.
 - Social Media audience greatly increased since October 2015, energised through an integrated approach where the whole team and cultural and strategic partners shared responsibility to generate energy
 - The local community was involved in the application from Three Sisters Volunteer Program
 - Built an online community using social media, e-zines.
 - The Culture Bank was set up as a repository of ideas which is a resource and a snapshot in time of local people aspirations for their region. To become the Citizens Programming Platform – a digital ideas bank for programming ideas and a mechanism for sourcing partners, artists, volunteers and sponsors.
 - Four Local Activation Officers were appointed to manage the Outreach and Engagement Program.
- Within the program 10 core priority groups were given one-to-one group presentations and workshops with the focus on developing Cultural Programme events ideas, included; young people, arts groups, Polish communities, groups working with socially disadvantaged, educational, sports clubs, front line service providers etc.

Models of community building

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The steps to make a 1 year and a 3 months plan

ECOC does not require a three-month plan as it is a multi-year plan of developmental activities.

The five areas to influence the approach and focus of the projects and events to make up the program against the backdrop of connecting people, practice, place and potential.

2015: Launch, inspire, engage, define principles, themes and strategic priorities

2016: Reform and demonstrate; set up Three Sisters company. Recruit Full time development team and bid director and artistic programmer. Cement core structural opportunities e.g. infrastructure, regional partnerships, large-scale cultural programme elements, national and international collaboration.

Launch new regional cultural strategy. Start evaluation process. Launch demonstrator projects – to explore, test and communicate opportunities.

2017 – 2018: Test and grow; commissioned pieces to amplify and disrupt the cultural offer, commence European network projects and programming in other ECOC's. Commission regional creative Industries Strategy Develop new demonstrator projects. Commence Evaluation.

2019: Scale up deliver; a set of differently scaled interventions which bridge to 2020; intensive development and rehearsal programmes; all international collaborations underway. Demonstrator projects become full-scale and Europe-wide programmes.

2020: Three Sisters European Capital of Culture Program.

2021 – 2022: Transformation, consolidation and legacy growth – a restructured regional cultural program based on co-investment, a holistic approach to cultural planning and a revitalised economy of creating and making. Informed by the results of the evaluation

The procedures for monitoring & evaluation

Waterford institute of technology and WIT campus company, RIKON, were tasked with devising a framework mechanism to deliver on monitoring and evaluation of the ECOC. Key values of the Three Sisters evaluation model:

- Long Term vision
- Independence
- Clear Framework from the outset
- Interdisciplinary
- Collaborative
- Demonstrative

Procedures included Baseline studies and ongoing surveys to measure audience engagement, economic outcomes, social and cultural outcomes, volunteer engagement, focus groups, workshops, interviews and data management methodologies.

Models of community building

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Final conclusion on which you believe there are the key ingredients & checklist for community setting up and development.

- Work in partnership with Local Authorities to enhance the Three Sisters cultural, heritage, festivals and events program.
- Resources were prioritised which would best assist the program to increase the share of local, national and international visitors.
- Efforts were concentrated in developing the themes, events, festivals, activations to stimulate and energise the program encompassing the region particularly those disadvantaged areas, venues and places.
- Collaborating closely with all potential stakeholders and partners including public sector enterprise networks the and the general public to ensure a joined up approach to the development.
- Partnering with national tourism, cultural and heritage bodies such as Heritage Council, Arts Council, Tourism Ireland and Failte Ireland and other marketing groups to ensure the visitor experiences were widely available to channel potential visitors.
- Concentration on enterprise and local resources support programs to ensure they were informed, supported and geared to deliver the experiences
- All activities to be inherently sustainable and protect our unique culture and heritage through community hosting and collectively manage the environments where the program was delivered. These principles to lie at the heart of the program in terms of visitor management, resource protection and community involvement. To maintain and protect the high quality natural and cultural assets available upon which the program could present world class experiences.
- Making sure visitors could engage with the regions natural and built heritage, unique culture and history
- A tailored program to providing strong motivational reasons to visit the destination as a whole and adapt to all motivations and tastes at a cultural leve to core target market segments.
- Build on a healthy involvement by tourism businesses and communities at local level to deliver the overall experience.

Models of community building



1. Introduction

The ROOTS project has a focus on rural areas, where the levels of understanding and expertise within tourism SMEs and micro-enterprises will be lower than that found in urban centres and established tourism regions. The University of Greenwich's main campus sits within a World Heritage Site in London, in one of the UK's most important tourism destinations, including world-leading tourist attractions. Because of this, this report instead focuses on the county of Kent, where the University also has a campus. Kent is the largest county of the UK and is predominantly rural in character. Kent has areas of affluence alongside areas of significant deprivation and a coastline that features a number of faded seaside tourism destinations.

In our view, examining the context of Kent for the development of cultural heritage tourism communities will be more useful for the project as a whole.

2.1 Tourism in Kent

Kent receives more than 60,000,000 visits a year, with the vast majority of these being day visits (c.55m) and around 5m being visits that involve an overnight stay. The total number of nights spent by visitors to Kent is nearly 17.5m, which contributes a staying visitor spend of in excess of 900,000,000 per year.

Taken together with day visits to the county, the visitor economy has been estimated to be worth £3.6bn to the economy of Kent, supporting 51,925 full-time-equivalent jobs, which is 10% of all jobs in the county.

This is in line with the national picture for the UK, where tourism is responsible for around 11% of employment.

Tourism is spread evenly throughout the county, however, with the City of Canterbury experiencing a disproportionate volume of both day and staying visitors, as well as the highest visitor spend. The second most popular area of Kent, Thanet, is home to an important seaside town, Margate, which has recently benefited from a decade of public-sector investment to support its visitor economy, including the construction of an international contemporary art gallery.

These two destinations are responsible for more than 25% of all international visitors to Kent, with the remaining visitors spread across a further 11 districts.

2.2 Cultural Tourism in Kent

Recent research by the Destination Management Organisation for Kent and a local University, has found that cultural tourism plays a significant role in the visitor offer of Kent. Because of the high profile investment in culture that has taken place in the county's seaside towns, the country has been able to position itself as a cultural tourism destination.

The profiling of tourists that took place as part of this research discovered that:

- Cultural tourists were more likely to take short breaks (51%) and mid-length holidays (21%) than 'standard' leisure tourists (43% and 14% respectively). This supports previous academic research which has suggested that cultural tourists stay longer in a destination.



- 54% of tourists regarded Kent as a cultural destination, which is higher than the general UK figure of 35%
- Cultural tourists are also interested in the natural settings of a cultural destination.
- The activities that cultural tourists take part in in Kent are very diverse, but can be characterised by the search for 'authentic experiences' alongside the consumption of the traditional cultural heritage tourism products of the arts, heritage and museums.

However, the distribution of cultural tourism in the county is not even, with rural areas and the secondary towns of the county not experiencing the benefits of cultural tourism due to their lack of recognised cultural heritage tourism products and their lack of integration into wider cultural tourism supply chains or visitor flows. Because of this, there has been a significant effort made by public sector agencies and their partners to spread the benefits of cultural tourism to these districts and two of those efforts are reviewed as best practice for this report.

2. Best practices setting up local cultural communities

This section of the report identifies the key features of two attempts to develop cultural heritage tourism communities in Kent. Because the county is large, with a population of around 2m people and containing 13 local authorities, joint-working and co-operation has been historically problematic in the cultural and tourism sectors. The two efforts outlined below offer very different approaches to overcoming these problems, but the features of each attempt show elements of good practice that may be of benefit to the ROOTS project.

2.1 General presentation

The two projects that have attempted to support the development of communities in cultural heritage tourism in Kent are the East Kent City of Culture project and Kent Creative. Neither of these explicitly had tourism as their focus, although both aimed to unite diverse groups of businesses and individuals across a wide geographical area in a mostly rural and coastal region, on the themes of culture and creativity.

2.1.1 East Kent City of Culture

The East Kent City of Culture project was a bid to bring together diverse cultural and tourism stakeholders in the eastern part of the county of Kent, in order to bid for the accolade of 'City of Culture', a UK-only version of the more well-known European Capital of Culture programme. 11 areas of the UK bid for this title, seeing it as a catalyst for tourism-led cultural development and economic growth. East Kent's bid was innovative as it was the only bid that was not based on an actual city, instead using the bid to bring together previously loosely connected towns and rural areas as part of a 'city imagined'.

Models of community building



Ultimately, the bid was unsuccessful, but the process of bidding helped to build new communities of practice connected to culture and tourism in the county and left a legacy of joint-planning and increased capacity for major cultural tourism projects.

2.1.2 Kent Creative

Kent Creative is a community-interest-company (CIC), a form of social enterprise. It views itself as a cultural organisation and has the aim of nurturing and promoting the cultural and creative industries in Kent, as well as developing links and networks with the wider business community. The way that Kent Creative puts this in to practice is through five different projects. Project 365 is a community photography project that aims to curate resident-taken photography of a town throughout a whole calendar year, to encourage local people to engage with their communities in a more broad way than normal. Kent Creative Finder is an online directory of cultural and creative organisations in the region. The Kent Creative Show is a podcast that features a different business and / or location in the country each week, with an online archive of shows.

Kent Creative Connect is a monthly networking event and the annual Kent Creative Awards are awards given in a high-profile event each year.

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2.2 Development of the communities

The ROOTS project aims to provide guidance and online support materials to guide the creation of new communities for cultural heritage tourism. This section of the report identifies the main activities that were undertaken in each of the case study projects to help to form their communities.

2.2.1. East Kent City of Culture

Because this project had the aim of developing a shared sense of community in an area where this shared approach had been problematic, the project took a top-down approach in terms of developing the branding and identity of the project. Once the key features were in place, along with the aspirations for the bid, endorsements were sought for the bid from local celebrities, politicians and high-profile organisations.

This helped to create a sense of momentum behind the project and fed into a more grassroots campaign of asking local creatives, business people, and individuals to 'sign-up' on a closed petition that attracted in excess of 2,000 additional signatures. The campaign provided 'badges' for the websites of supporters, as well as printable posters to be displayed in businesses, and access to social media groups, for everyone who signed up.



2.2.2 Kent Creative

For four years, Kent Creative have run monthly networking events using their own premises, but also moving around the county, to bring cultural sector, creative industries and other business people together to meet face-to-face. These networking events have been very well structured, with opportunities for presentations, idea-generation, group-discussions, mentoring and other activities. These events are all free, and happen around a calendar of four day-long workshops, which all have specific themes. This face-to-face networking has been a key aspect of building the community.

2.3 Identifying the stakeholders

In order for the communities developed using ROOTS project materials to be a success, appropriate stakeholders must be identified and engaged. This section explores the approaches taken to do this by the case study projects.

2.3.1 East Kent City of Culture

The nature of this project meant that it was important to engage high-profile individuals and significant institutional stakeholders. This was done by establishing a project board with membership at the correct level to approach these potential stakeholders directly. Where a cultural heritage tourism project plans to generate significant levels of tourism, leveraging the participation of important and / or well-known stakeholders into the marketing of the project is an important aspect of developing a community.

2.3.2. Kent Creative

Kent Creative has taken a completely different approach to building a grassroots community. The operation of regular small networking events, and a strong face-to-face component to their work has helped to build strong inter-personal relationships within the cultural sector and between the cultural sector and other business partners. In this way, stakeholders have been brought in more slowly, but also more organically, using pre-existing relationships of trust and mutual benefit.

2.4 Benefits of communities for own members

In order to establish a community, it is necessary to articulate the benefits of joining the community to prospective members; appealing to ideas of the 'common good' is unlikely to work when convincing businesses to give up their time and other resources to support a new project. This section of the report looks at these benefits for each of the case study projects.

Models of community building



2.4.1 East Kent City of Culture

Being part of the East Kent City of Culture bid was an opportunity for community members to associate themselves during the 12 month budding period, with a high-profile project involving celebrity and other endorsements and to benefit from the additional market exposure that this would bring. In addition, for those individuals and organisations who became more involved in the bidding process, it was an opportunity to develop new networks and partnerships, many of which have outlived the failed bid itself.

2.4.2 Kent Creative

The benefits of Kent Creative for its community members are primarily expressed in terms of new business opportunities. Some of these opportunities involve the opportunity to access specialist support and mentoring, through events, for example, whilst other more straightforward business opportunities arrive through networking and promotional opportunities offered by the organisation. The annual awards for creative and cultural businesses, for instance, offer prestigious judging roles to established business people, as well as recognition and promotion for up and coming organisations and individuals.

2.5 Community Development Methods

It is important that the communities encouraged by the IO4 ROOTS manual are informed of the community development methods that are available to them. This section of the report classifies the methods that were used by the two case study projects.

2.5.1 East Kent City of Culture

This was a very top-down project where a high-level board was formed to direct the programme. Selecting well-connected and motivate board members was essential for this, as they were then tasked with generating 'buy-in' from stakeholders at lower levels in organisations. Having involvement of significant individuals in the project helped to generate excitement around the project and to gain the support of key local and regional institutions.

2.5.2 Kent Creative

Kent Creative has a very people-focused approach to what it does and has grown very organically. Everything that it does places its members and networks centre-stage, as exemplified by its recent podcasts and its annual awards events. This has helped to ensure that the community is sustainable and not reliant on a headline project or the commitment of small-number of individuals.

3. Conclusion

The two examples used for this report offer two opposite ways of building communities in cultural heritage tourism, depending on the focus of the community and / or project itself.

Models of community building



Some cultural heritage tourism

projects will have the aim of attracting high volumes of tourists, or international tourists and will benefit from the approach taken in the Easy Kent City of Culture bid, which built a community in order to leverage its marketing benefits. However, many smaller-scale projects, or those with a more long-term growth potential, would benefit from the more organic techniques used by Kent Creative.

3.1 Key ingredients of community development

The two projects reviewed above had very distinct features, but both have involved creating a community in order to realise the benefits of culture for tourism and the economy more widely. The key learning from each project is identified below.

3.1.1 East Kent City of Culture

1. For a project with ambitious aims, engaging high-profile individuals early can be a useful way of establishing a community that other people 'want' to join, and for providing marketing benefits from the membership of the community itself.
2. Identifying the right people to join the project from significant institutions like major galleries and local authorities can help to get 'buy-in' from those organisations throughout the life of the project.
3. It is possible to create a community around something that doesn't 'yet' exist: a city, a culture, an idea – if enough people join the community then it will build a momentum of its own.

3.1.2 Kent Creative

1. Sustainable, long-term, community development is well-supported by high levels of face-to-face contact, but this can take a long time to build up towards a critical mass.
2. A useful community has a diverse set of activities associated with it, running at different points of the year, so that there is always something for members to engage with, and for different members to be interested in.
3. Community membership should have obvious benefits to its members and these should be mutually beneficial for all members.

3.2 Checklist for community development

It can be useful to have a brief checklist of key points for developing a community. The projects that have been reviewed in this report have led to the following checklists:



Models of community building



3.2.1 East Kent City of Culture

- High-level support
- Create a buzz around an idea
- Make joining the community a marketing benefit in itself

3.2.2 Kent Creative

- Create lot of opportunities for face-to-face contact between members

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- Plan a diverse set of community activities
- Have clear benefits for members

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Models of community building



Models of community building



Introduction

The region covers the northeastern part of the country and, according to tradition, is part of the old historical region of Moldova. With a total area of 36,850 sq km and a resident population of 3,256,282 inhabitants (January 1, 2016), the North East Region is the largest of the eight development regions of Romania. Geographically, the region borders the North with Ukraine, with the counties of Galati and Vrancea (South-East region), the East with the Republic of Moldova, and in the West with the counties of Maramures and Bistrita-Nasaud (North-West Region) and Mures, Harghita and Covasna (Central Region). Benefiting from a rich historical, cultural and spiritual tradition, the region harmoniously combines tradition with modern and past with the present, and its potential can be used to develop infrastructure, rural areas, tourism and human resources.

With great interest in practicing tourism in the North East Region are the cultural edifices, so that the Moldavian itineraries are not only attractive but also profoundly educational. It's the area where they were born Mihai Eminescu, George Enescu, Nicolae Iorga, Mihail Sadoveanu, Mihail Kogalniceanu, Ion Creanga, Ciprian Porumbescu, Stefan Luchian, George Bacovia, George Apostu, Tristan Tzara, Octav Onicescu, Costache Negri, Calistrat Hogas, Nicolae Labis, Emil Racovita and Vasile Parvan. Their remembrance is preserved in museums, memorial houses and commemorated by monuments and statues.

Their remembrance is preserved in museums, memorial houses and commemorated by monuments and statues, in centers with long tradition or ancient customs still preserved, or in large cities, where large concentration of population causes the creation of various artistic movements. (see Cultural events dedicated to the outstanding personalities of the Romanian culture). Museums and memorial houses Institutions and cultural and artistic events in Vaslui County The Mavrocordat Palace is the most famous Vaslui's historical monuments. It was erected at the end of the nineteenth century (1892) by Gheorghe Mavrocordat and is one of the most beautiful buildings in the city, impressive by ornamentation, size and style, resisting over the years, being very close to the original form. Currently, it hosts the ChildrensPalace. Museums are a significant component of the attractions visited by visitors. The North-East Region ranks second, according to the Center Region, as a number of museums and public collections, with 127 such cultural units registered in 2015 (increasing compared to 2008 and 2014 with a unit).

Among the main attractions of Moldova are the rural households, where traditional materials are used (wood, stone) and popular ornamental techniques. In museums and in certain areas, even in daily life, we meet the popular costume, fabrics, folk stitches, knitwear, embroidered ornaments (Neamt, Suceava), objects necessary for life, made in the village industries. The wealth of the Moldovan soul is shown, also in the traditional values of the song and the popular game, in the popular customs related to the events of religious life or connected with the events of everyday life, ennobled by the rituals of the area.

The North-East Region benefits from a valuable cultural heritage, represented by numerous historical monuments, religious buildings, museums and memorial houses, traditional folk manifestations, ethnography, important cultural and science institutions, local personalities

Models of community building



Among the advantages of cultural tourism development is the independence of a certain season and the quality of the infrastructure (it is more interested in the cultural importance of the objective). Disadvantages are related to the fact that it targets a well-educated, highly educated and cultured audience and is more expensive than recreational tourism. Cultural tourism is a modern form of vacation, a booming form.

Such vacancies, known as generics of "circuits, cities and culture", have important weight in the structure of holiday destinations in Western countries. By its nature, cultural tourism interferes with other forms of tourism, intersects with leisure and business. Cultural events represent a modern form of tourism, materializing in festivals, stadia, tournaments, vernissages, insufficiently capitalized but with a great potential for development. In order to promote it, it is necessary to create a database of information about all events and the period of development. Major cultural events take place in the localities of the great composers, writers, or artistic associations. In this context, Tescani, Bacau County can be mentioned, given that Oedipus was composed at the Maruca Cantacuzino Rosetti mansion in Tescani. The Tescani mansion was donated by Enescu to the Romanian state provided that it builds here a cultural center for artists. The "Rosetti Tescanu - George Enescu" Cultural Center in Tescani organizes annually several cultural events: the International Music Festival in the Outdoors "Enescu - Moldav Orfeul", "George Enescu" International Festival and Symposium, the international painting camp set up 30 years ago. Rosetti Cultural Center Tescanu "George Enescu" is part of the European Association "Les Rencontres", based in Paris, from the Association RES ARTIS based in Amsterdam, of the European Network of Residence for writers and translators based in Montpellier under the aegis of the French Academy. The cultural and artistic manifestations dedicated to the great poet Mihai Eminescu. "Stefan Luchian" plastic creation camp of amateur artists from Romania and abroad is organized annually in August-September. Other festivals with tradition in the North-East Region are the Piatra-Neamt Theater Festival, the Piatra-Neamt Musical Vacations, the Vaslui Humor Festival. Cultural Tourism 43 In the North-East Region, ethnographic and folklore festivals are very diverse: music festivals, dance, folk art fairs, specialized fairs of potters, woodcutters.

The artistic manifestations and traditional folk celebrations throughout the year bring to the attention of the general public the living, authentic spirit of the Moldavian lands, through the popular harbor, songs and dances, ancient customs - festivals of fine arts, folklore, customs and customs (for example, the National Festival "Rose of Moldova" from Strunga, Iasi, "Dates and customs of winter" festival in Iasi, fairs of popular craftsmen ("Cucuteni 5000" - Iasi); International Folklore Festival "Ceahlau" (Neamt); "Ceahlau Mountain Festival", Durau resort, "Star to Rise" Festival, Piatra Neamt, "Christmas Fair in Neamt", International Folklore Festival "Arcanul" (Suceava); International Festival "Hora din Batrani" (Vaslui).

In the tourist area of Moldova is a real "salvo" of monasteries and churches, which must always stay in the attention of tourist circuits. The tourist potential for practicing religious tourism in the North-East Region is represented by: the monuments of worship that shelter the remains of some saints (Saint Parascheva in Iasi); religious and cultural buildings, such as the monasteries of Northern Moldova and Bucovina; religious destinations where religious events take place, such as Christmas holidays, Easter in Northern Moldova and Bucovina, monasteries and churches etc.



Models of community building



Rural tourism has gained a great deal in recent years in our country. The Northeast Region has special conditions for the development of this form of tourism:

valuable cultural and historical heritage - museums, memorial houses, churches, monasteries, mansions, inns and courtyards. Many of these cult places are unique in the world through their beauty; rural areas are keepers of customs, traditions, crafts and ancient customs, where talent and attraction to beautiful materialize into real works of art - ceramics, hand woven carpets, furriers, weaving, folk instruments, masks; the beauty of the hilly and mountainous areas, the very clean air quality, the existence of a rich fauna and flora, many endangered species, natural parks and protected areas; eating fresh food (including fruit and vegetable cure), tasting wines, of some peanut cuisine are serious arguments for practicing rum tourism.

It is thus remarkable the quality of the ecological products obtained in these areas. Through its cultural, historical, ethnographic, natural and socio-economic values, the Moldovan village can become a tourist product of great originality and brand for tourism in the North-East Region.

The North-East region has great potential as a European tourism center. Separated from the Western Europe through the impressive Carpathian chain, much of the region is still unexplored and unknown to foreign tourists.

The Suceava, Neamt and Bacau counties are recognized for the majesty of the mountainous mountains and the charm of the famous monasteries.

The Eastern Zone - Botosani, Iasi and Vaslui counties impress visitors with various tourist attractions, including the traditional, untouched rural localities with ancient churches and many other interesting places, filled with culture and history, worthwhile visited.

Through simple living, close to the nature and preservation of the ancient traditions, through their hospitality, the inhabitants of this area complete the picturesque painting offered to the tourists eager for the novelty.

In the fifteenth and sixteenth centuries, a series of unique monasteries were built, which are today the UNESCO's international heritage.

Their specific element is the exterior frescoes painted in Byzantine style.

Many of these monasteries are located in the historic land of Bucovina (Suceava County)

Saline from Targu Ocna (Bacau) and Cacica (Suceava) are true underground museums and treatment resorts. Visitors who walk through the tunnels and chapels in the depths are excited about what they see.

They can practice here a range of sports or can recreate in clinics specially arranged in mines and especially recommended for the treatment of respiratory diseases.

In the Carpathian chain there are numerous spa resorts, famous for the springs with thermal and mineral water.

They are the most important source of mineral water in Southeast Europe. Patients from all over Europe come here to treat various illnesses.

The most popular resorts are Slanic Moldova (Bacau), Vatra Dornei (Suceava) and Baltatesti (Neamt). Bacau County has natural forest reserves at Runc-Racova and White Paraul. In Botosani there is a natural forest reserve: Tudora and a geological one: the Costesti Rock. In Neamt County there is a National Park: Bicz / Ceahlau and a Reserve of Bison: Vanatori. The geological reserve at Dealul Repedea and the Botanical Botanical of Lunga Valley are located in Iasi County.

Suceava County is the richest in the reserves, including: Rarau-Giumalau, Zamostea Lunca, Slatioara, Pojorata and Zugreni.

In Vaslui County there are forest reserves at Balteni, Badeana, Seaca Movileni and Harboanca-Brabasoia, the Paleontological Reserves at Manzati and geological Nutasca-Ruseni.

One of the least known features of this region is the large number of lakes and ponds

Many of these are located in the counties of the eastern region - Botosani, Iasi, Vaslui and are often surrounded by forests.

Pisciculture abundance makes fishing the main attraction, but this activity can only be carried out on its own and there are not yet special offers for trips organized for fishing.

Regiunea Nord-Est detine 4.003 monumente de interes international, national si local, conform listei Monumentelor Istorice a Ministerului Culturii si Cultelor, valabila pentru anul 2015, care enumera situri

Examples of best practices of rural tourism SMES communities that use the opportunity of cultural patrimony in promotion and development of their members (two best practices):

A .Bucovina Tourism Association

2.1 General presentation

Bucovina Tourism Association is an NGO whose main objective is to promote the region's global tourist offer and to promote its members: hotels, boarding houses, agritourism, restaurants, travel agencies, etc. The association has more than 35 members.

The objective of the Bucovina Tourism Association is to promote and develop tourism in Bucovina.

The main activities are: development of tourism promotion and development policies in Bucovina, creation of a database of all tourism sites in Bucovina, attraction of financing programs to increase the quality of tourism in the area, organization of round tables, seminars, conferences , etc .; developing studies and analyzes in tourism, publishing promotional materials, engaging in activities to meet the needs of tourists. The members of the Bucovina Tourism Association are: managers and staff from hotels, hostels, restaurants, travel agencies, manufacturers and suppliers of the hospitality industry.

Models of community building



2.2 How they were set up

The Association was founded at the initiative of the private sector of tourism in Bucovina and the institutions working in this field. Birth came as a response to a necessity and potential to be exploited

2.3 How they identified the stakeholders

The members of the Bucovina Tourism Association may be natural or legal persons who know its status, agree with its provisions and understand that through its own activity it contributes and supports the achievement of the goal. Any person, irrespective of nationality, nationality, sex, religion, political orientation, who fulfills the conditions set forth in the preceding paragraph, may become a member of the Association and shall, by written request.

Upon admission, a registration fee is charged, the amount of which is fixed by the general meeting. Requests for membership of an association shall be submitted to the governing board and shall be approved by a simple majority of votes. The General Assembly validates the applications for registration received and approved by the Board of Directors in the period between two general assemblies. The new members do not have the right to vote at the general meeting in which they are validated for any of the items on the agenda, their voting right will be exercised from the next general meeting.

2.4 Which are the benefits of these communities for their members Advantages for members:

- receive free advice on their work, the positioning of the tourist product on the market and the production of promotional materials;
- participates in workshops and seminars organized by the association;
- benefit from European funded projects through the association;
- benefit from free participation in fairs and exhibitions given to the association;
- represented and promoted in a unitary manner at fairs and exhibitions under the brand "Bucovina";
- receive periodic information about national and international tourism fairs, tourism events, changes in legislation. etc.

2.5 Community Development Methods

The members of the Bucovina Tourism Association may be natural or legal persons who know its status, agree with its provisions and understand that through its own activity it contributes and supports the achievement of the goal. Any person, irrespective of nationality, nationality, sex, religion, political orientation, who fulfills the conditions set forth in the preceding paragraph, may become a member of the Association and shall, by written request.

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B. AICR - Initiatives for a Responsible Community Association

2.1 General presentation

The Initiative Association for a Responsible Community (AICR) aims to bring together those who share the same ideas about what a responsible community should mean and people who move things to make Moinesti a better city, a city to be proud of that we live.

In the vision of the association, a responsible community means a community in which members are mobilized to make beautiful things happen both in the cultural, educational, tourism, social, philanthropic-religious, as well as environmental and civic interests.

The purpose of the Initiative Association for a Responsible Community is to build a sustainable future for Moinesti and its surroundings by encouraging the joy of the act of volunteering, donating and participating.

2.2 How they were set up

The Association was set up seven years ago to initiate more people in different fields of activity in Moinesti, being the first community initiative to pursue the interests of Moinesti.

2.3 How they identified the stakeholders

Stakeholders are either Moinesti individuals who volunteer to become involved in the association's activities either in the case of cultural tourism, heritage objectives, but also authorities, SMEs in the field of tourism.

2.4 Which are the benefits of these communities for their members

- Social and civic involvement
- The feeling of belonging
- Solving the problems of your own community
- Socio-economic development of Moinesti
- Delivering volunteer activities

Models of community building



2.5 Community Development Methods

- researching community needs before proposing different projects or events;
- organizing / facilitating public consultations;
- promoting successful stories;
- creating a space for debate and promoting issues relevant to the community;
- use of innovative methods of public participation and advocacy: Public Café, Urban Exploration, Participatory Monograph, Thematic Weeks, Workshop, Seminar, Conference, Brainstorming, Planning Cell, Public Debate, Focus Group, Live Library, Storytelling, Storycollecting, Flashmob, Yard Sale, Experience Exchange, Sitting, Caravan, Spring Cleaning, Autumn Cleaning, Bootcamp, Street Delivery, Treasure Hunt, Childhood Games, etc.;
- monitoring these projects;
- establishing clear indicators;
- making annual reports.

2.6 The steps to mobilize the community

The personal example of our volunteers, as well as the results that can be easily observed, have the role of mobilizing the entire Moinesti community to become actively involved in our activities

2.7 The steps to make a 1 year and 3 months plan

The personal example of our volunteers, as well as the results that can be easily observed, have the role of mobilizing the entire Moinesti community to become actively involved in our activities

2.7 The steps to make a 1 year and 3 months plan

Step 1: Presentation of the project of the entire group that makes up the association Step 2:

Overview of benefits

Step 3; identifying research points and development interests

Step 4: Identify the human, logistical, etc. needs needed for the project Step 5:

Identify activities

Step 6: Transpose activities into a timeline

2.8 The procedures for monitoring & evaluation

Monitoring focuses on the management and supervision of project activities, seeking to improve efficiency and overall effectiveness of project implementation. It is a continuous process to collect information on actual implementation of project activities compared to those scheduled in the annual work plans, including the delivery of quality outputs in a timely manner, to identify problems, to make clear recommendations for corrective actions, and identify lessons learned and best practices for scaling up, etc. Performance evaluation will assess the project's success in achieving its objectives.

Final conclusion on which you believe there are the key ingredients & checklist for community setting up and development.

Tourism in the North-East region of Romania presents a great potential, but also needs development through inter-community and international projects, but also through massive investments and stimulation of local stakeholders. At the same time, the variety of local cultural heritage makes this area a special destination. Preserving and promoting cultural objectives is a process that has already begun but needs to continue.

C . "The Association for Tourism and Tourism Development OZANA VALLEY "

2.1 General presentation

The Association has the following objectives: to create a framework for reflection and expression for the structures involved in tourism, to develop proposals for tourism development policies in the Tîrgu Neamt area; to this end, the Association can collaborate with public and private bodies, including through partnerships with them; supporting public and private institutions in the field of tourism; the creation of branded tourist areas under the conditions of the relevant normative acts; organizing different forms of tourism (cultural, leisure, spa, business, agrotourism, etc.); increasing the quality of tourist services in the Tîrgu Neamt area through the continuous training of cadres and tourism agents, under the terms of the law; the development of a database allowing the observation of tourist activity in the Tîrgu Neamt area; encouraging quality, good practice and competence in the field by awarding quality labels; environmental protection and ecological reconstruction; involving young people in activities to promote tourism potential; promoting international exchanges of ideas, information and knowledge; developing ecological education programs; developing community development programs; initiating non-formal education programs; promoting the cultural potential of the region; other forms of education .

2.2 How they were set up

The Association was founded especially for the purpose of organizing promotional festivals,

2.3 How they identified the stakeholders

The local public administrations and the tourist reception facilities in the Tîrgu Neamt area (Tîrgu Neamt town and the neighboring communes) will constitute The Association for Tourism Promotion and Development Ozana Valley, an association that aims to promote and develop the tourism and heritage potential of the traditional, cultural, tourist attraction area

which exists in Tîrgu Neamt and in the area adjacent to the city, by increasing the tourist flow, creating and developing tourist facilities and ensuring a harmonious interaction between the tourism sector and the social and environmental factors.

Models of community building



2.4 Which are the benefits of these communities for their members

- Representation in activities, fairs, conferences, etc., where the association is present as a guest or organizer.
- Promotion
- Projects funded by the EU

2.5 Community Development Methods

- Awareness activities
- Social Involvement
- Promotion

4. References

Regional Action Plan for Tourism (PRAT) North East 2017-2023

http://www.adrnordest.ro/user/file/regional_prat/PRAT%20Nord-Est%202017%202023.pdf

Bucovina Tourism Association

<https://www.bucovinatourism.ro/>

Initiatives for a Responsible Community Association

<https://initiativele-comunitatii-responsabile.ro/>

Models of community building





1. Introduction

The ROOTS project has a focus on rural areas, where the levels of understanding and expertise within tourism SMEs and micro-enterprises will be lower than that found in urban centres and established tourism regions. This report describes two case studies showing different approaches to the development of how communities and local stakeholders can work together for the great, common good.

The first showcases how public and private sector stakeholders consulted with engaged local enterprises in the development and implementation of a tourism growth plan resulting in a growing and thriving cultural and heritage-based tourism sector in Leicester and Leicestershire. The growth plan provided a macro analysis and strategy which has been taken forward at a local level by enterprises, voluntary and public agencies and is now benefitting local economies, local communities and local enterprises. Whilst being Leicester-centred, the benefits of the tourism growth strategy are being experienced throughout rural Leicestershire as well as the city. The second case study describes how a group of wine growers and producers have created a strong networking community to promote their wines, heritage and related products and services.

2. Tourism in the UK, Leicester and Leicestershire

Leicestershire is a landlocked county in the English Midlands. The county borders Nottinghamshire to the north, Lincolnshire to the north-east, Rutland to the east, Northamptonshire to the south-east, Warwickshire to the south-west, Staffordshire to the west, and Derbyshire to the north-west. The border with most of Warwickshire is Watling Street, known as the 'A5' which is an ancient Roman road running from the London north to Wroxeter in Shropshire. According to Visit Britain, overseas visitors spend around £20 billion pa in this country and contribute more than £6 billion per annum in revenue to the exchequer. When combined with domestic tourism the industry is worth around £127 billion per annum and employs three million people. On both measures this accounts for around 10% of the UK economy and Britain is currently ranked 8th in the world for visitor numbers and visitor spend. The tourism sector is Britain's fifth largest industry and is growing faster than most other economic sectors, anticipated at 3.5% per annum through to 2020. This growth is also aligned with productivity growth of 2% per annum.

2.1 Tourism in Leicester and Leicestershire

The Leicester and Leicestershire Local Economic Partnership is committed to making Leicester and Leicestershire a primary visitor destination for leisure and business purposes. It is aiming to encourage visitors to stay longer, for the sector to have a stronger impact on the region's GVA and to ensure the current levels of growth is translated into long-term and sustainable employment opportunities within the sector.

Currently, just over 25 million people visit Leicester and Leicestershire each year; contributing £1.48bn to the local economy and supporting nearly 2,000 businesses in the sector employing over 20,000 people.

Leicester and Leicestershire are experiencing growth in the sector double that of the East Midland's average.

2.2 Cultural Tourism in Leicester and Leicestershire

Visitor Assets Leicester and Leicestershire as a visitor destination has received a significant boost from the discovery, development of a visitor offer and subsequent re-interment of King Richard III. The discovery of King Richard III's body represented a significant opportunity for the city and county to build on the momentum the discovery generated helping to contribute to the area's growth in cultural and heritage-based tourism.

There is a range of nationally and regionally significant visitor attractions within the area. The following table describes some of the area's principle cultural and heritage tourism attractions.

| Attraction | Description |
|--------------------------------|--|
| Richard III | The Richard III story has gained an international profile for the City and County. It can be experienced through the tomb in Leicester Cathedral, the nearby Richard III Visitor Centre and at Bosworth Battlefield Heritage Centre where the Annual Reenactment of Battle of Bosworth which is one of the largest in the world. |
| Twycross Zoo | One of the Top Ten Zoos in the UK and highlighting the only UK zoo and only one of four worldwide with all 4 types of great ape, which may be extinct in the wild within the next 10 years |
| National Space Centre | The National Space Centre in Leicester is the UK's largest visitor attraction dedicated to space and space exploration, since its opening in June 2001 |
| National Forest | One of the most significant new natural destinations to emerge in the UK with considerable proportion within the LEP area |
| Conkers | A major Discovery Centre located at the heart of the National Forest with a range of indoor and outdoor facilities |
| Great Central Railway | The only heritage railway with access to Main Line running. The preserved railway is predominantly steam operated and has a double track section which allows passengers to experience trains passing at speed - in this respect it is unique in the preservation world. |
| Foxton Locks Grand Union Canal | A top 10 national destination for all Canal and River Trust facilities featuring two "staircases" each of five locks. Alongside the locks is the site of the Foxton Inclined Plane boat lift |
| Melton — Rural Capital of Food | Melton Pork Pies, Stilton Cheese and local beers contribute to a distinctive centre of food manufacturing. Melton Food Centre is a planned new facility to demonstrate the area's excellence in food and allow visitor interaction on a much greater scale |
| Twin Lakes | A regional scale all year-round family Theme Park, part of a company operating family attractions in three locations in England |

Table 1: Examples of Principal Attractions in Leicester and Leicestershire

Models of community building



Twycross Zoo is one of the UK's top ten zoos, supported by excellent transport links on the M42 and its significant primate population is of international significance. The zoo currently attracts over half a million visitors each year. Since opening in 2001 the National Space Centre has become one of the Midlands' premier visitor attractions, reaching nearly 300,000 visitors per annum. It is the UK's only space themed visitor attraction and hosts a range of spin-off businesses and associated activity including acting as the control centre for the Beagle 2 Mars mission. The area also hosts the National Forest, with the Conker's visitor attraction at the heart of a series of outdoor attractions and locations. Conker's currently attracts up to 232,000 visitors a year, located on a former Colliery site.

The Great Central Railway presently runs from Leicester (Birstall) to Loughborough and a project is underway to link Loughborough to Nottingham (Ruddington). It is the UK's only double track main line heritage railway and currently attracts 120,000 visitors per annum. There are also several attractions within Leicester and Leicestershire that currently generate limited revenue but have considerable scope due to their large visitor numbers including Foxton Locks and Bradgate Park. Leicester and Leicestershire have a growing cultural and sporting offer, with the Curve at the heart of Leicester's cultural quarter, alongside assets such as New Walk Museum and De Montfort Hall. The Golden Mile offers a unique multi-cultural experience in Leicester.

Formula-E choosing Donington Park as their global headquarters is creating spin-off opportunities and Donington Park also hosts the Download music festival which attracts up to 100,000 visitors and is in the top 20 music festivals globally. Sporting events are important sources of increased visitor spend, particularly in Leicester. The City Mayor has established a Sports Advisory Group to work closely with operators of teams to ensure visitors' needs are met and they are able to add to the vitality of the city. Although not the focus for this specific sector plan, High Cross and Fosse Park attract hundreds of thousands of shopping visitors and these are also an important consideration in Market Towns. Leicester and Leicestershire is an excellent location for business tourism, (meetings, conferences and business related events) centrally located with good conference provision including the Leicester "Conference Hub" comprising Curve, Athena and City centre Hotels, although the lack of supporting hotel bed spaces limits the scale and number of Conferences that can be supported.' Destination Donington' in North West Leicestershire offers 2,500 delegate spaces at Donington Park, linked to a range of hotels and exploiting the proximity of the airport.

The areas three Universities also provide a range of accommodation for business visitors. By way of example, imago at Loughborough has meeting facilities for up to 200 delegates with 225 modern bedrooms. During the Easter and Summer periods, Loughborough campus offers more than 180 state-of-the-art exhibition, meeting and conference facilities for up to 2,000 delegates across a 410-acre site. A strong feature is the growth of multi venue activity so that attractions appeal to a more diverse audience.

The strength of the area's tourism sector is based upon the collective tourism offer spanning business tourism, cultural and heritage tourism, hospitality and leisure tourism, and travel, recreation and entertainment tourism. That said, the multiplier impact experienced following the discovery of King Richard III's body and the success of Leicester City FC in the Premiership has contributed to the area's growth in tourism per se and cultural and heritage-based tourism specifically.

2.3 Cultural and Heritage Tourism – Leicester City

Recognising the importance of tourism to the city's economy and the potential of cultural and heritage-based tourism, Leicester and Leicestershire Local Enterprise Partnership (LLEP) and the City Council worked closely with each other to develop a comprehensive strategy for the city of Leicester.

2.3.1 Macro Planning and Analysis

The LLEP and Leicester City Council have a shared responsibility for supporting the development of Leicester and the area beyond not just tourism but other areas. These include health, skills and education and General economic development and the development of the city and the area as an attractive place to live and work.

The LLEP prepared the Leicester and Leicestershire Tourism and Hospitality Sector Growth Plan for the development of the tourism sector. It recognised that Gross Value Added (GVA) and employment growth in the tourism sector is driven by several key factors, some of which are dependent on local, national and global macro-economic conditions and determinants. It was recognised that the area's key infrastructure would be insufficient to sustain the level of growth that has been experienced in recent years. It therefore set as a priority for its sector growth plan the removal of long term growth barriers, rather than focusing on 'quick fixes'. It set out to ensure that Leicester and Leicestershire's visitor economy would be built on 'excellence' within local businesses, creating more and better-quality jobs with the 'spin-off' benefits being felt by more businesses across more sectors. The ambitious plan aimed to 'hook-up' policies and strategies including transportation, skills, investment in enterprises and strengthening the macro environment enabling tourism-based enterprises to thrive. The resultant Sector Plan exploited linkages between the area's Strategic Economic Plan and the EU Structural and Investment Funds Strategy, which are the two major determinants of economic development resource allocations within the area. The Sector Plan identified activities within these documents that could be leveraged to have a positive impact on the sector, highlighting gaps and potential projects and programmes. The Sector Plan also drew from the Mayor's Tourism Action Plan for Leicester, District based Tourism Strategies from across Leicestershire and the proposals for a LEADER programme across East Leicestershire and the North Warwickshire/Hinckley

LEADER area. The result was a 'joined-up' plan with the potential to achieve an exponential impact.

2.3.2 Stakeholder Engagement

The process started with the LLEP and its partners undertaking a broad consultation process with local businesses and stakeholders including:

- 85 tourism representatives at a consultation event held jointly with Leicestershire Promotions Ltd;
- 25 key stakeholders, including major visitor and cultural attractions, business membership bodies, hotels and accommodation providers, conference venues, heritage bodies and public bodies;
- 146 tourism businesses surveyed through the LLEP Business Survey;
- 76 tourism businesses completing an in-depth Sector Survey; and

Models of community building



- 20 tourism businesses and organisations attending a sector plan prioritisation event.

The result of this consultation resulted in the development of a set of principles upon which the Growth Plan. The stakeholder consultation found:

- Most of the area's largest attractions were operating with capacity constraints for some or all elements of their 'offer' such as lack of adequate on-site parking which is holding them back from attracting additional in-bound visitors;
- The structure of the sector was relatively steady, with 66% of survey respondents operating for over 10 years and over three quarters for over 5 years;
- For most businesses, most of their income was derived from customers within the City and County, therefore an increase in external visitors was the key to driving future growth;
- 65% of businesses reported increased turnover over the previous 12 months, and 40% reported increased employment levels;
- 62% of businesses anticipated their turnover would increase over the next 12 months, with 40% anticipating increased employment levels;
- There was a major opportunity to invest in rural diversification;
- Some of the key issues affecting business growth were staff retention, access to finance, better broadband in rural areas and perceptions of the area as a place to visit;
- Most of the large visitor attractions had long term investment and improvement plans, but with some funding gaps;
- Whilst skills were currently not perceived as a major barrier to growth, there might be issues in the future as the labour market further tightens;
- For many businesses, staff retention however is an issue;
- There is a significant under-provision in coach parking facilities;
- Business tourism had unmet potential, but there needs to be better collaboration and a long-term enhancement in infrastructure;
- More marketing activity is needed.

The LLEP's Tourism Sector Growth Plan was developed around the following principles:

- Tourism is a sector that is already experiencing a long-term growth trajectory, the plan needs to concentrate on 'enabling' growth by removing long term barriers more than quick fixes;
- The plan needed to ensure that the areas major visitor assets achieve and maintain 'excellence' and that this will have benefits to a wider spread of businesses;
- The emphasis needed to be on developing and supporting existing businesses to grow rather than stimulating substantial numbers of new start-up businesses, although it would be important to be receptive to potential major inward investments and to look for diversification opportunities in rural areas;
- There was a structural issue with regards to accommodation and its proximity to the areas visitor offer that needs to be addressed over the long term;
- Skills gaps will be an increasing issue over time as employment grows in the wider economy staff retention will continue to be major issue which will be exacerbated by increased opportunities in other sectors that may offer better remuneration and less anti-social hours;
- The Growth Plan needed to ensure enough of the right consumers learned about and know about the area's tourism product(s).

Building on the LLEP plan and consultation process, the Leicester City plan set out a set of 22

Leicester-specific objectives based around product, place, positioning and people as shown in Figure 2

Models of community building



Figure 2: Extract from Leicester Tourism Action Plan (2015-2020)



The objectives were further subdivided into a set of actions. Figure 3 shows the specific actions for objective 4: To enhance the role of Culture and Heritage Tourism. Collectively, the plans, objectives and actions have provided the area with a comprehensive strategy designed to build the area's capacity and capability to create a quality and sustainable cultural and heritage-based tourism experience.

| Key action areas: | Timeline | |
|---|----------|---------|
| | 2015/17 | 2018/20 |
| A Champion culture and heritage by increasing awareness of the venues and experiences and promoting multi-experience packages with other partners | ✓ | ✓ |
| B Work with Curve, De Montfort Hall and Phoenix to strengthen their role in helping to grow tourism and overnight stays by packaging experiences with other businesses | ✓ | ✓ |
| C Develop new walking trails and self-guided walks to showcase the 2,000 year Story of Leicester and-link the heritage panels across the city | ✓ | |
| D Promote the extensive calendar of festivals and events to attract more visitors | ✓ | ✓ |
| E Install poster pillars in the city centre on a trial basis to measure the impact on increasing attendance at events and gigs in the evening | ✓ | |
| F Explore the opportunities presented by Faith Tourism as part of Leicester's cultural and festivals offer | ✓ | |

Figure 2: Extract from Leicester Tourism Action Plan (2015-2020)

The LLEP's sector growth plan was designed to create an additional 10,000 jobs by 2020; an increase in visitor numbers to 35 million per annum by 2020 and an increase in the value of tourism from 1.5bn to 2.2bn by 2020. The plan and multi-level strategies and actions are currently on-track to deliver and exceed these aspirations.



Models of community building



3. South East Viticulture Association (SEVA)

The UK is one of the smaller wine producers in the European Union (EU), but one of the largest wine importers in the world. In recent years, the UK has become not just a lover of wine, but also a producer. In 2016 the UK wine and spirits industry:

- Around 60 per cent of adults in the UK drink wine, representing 31 million people;
- Created £50 billion in economic activity
- Generated £21.3 billion in sales, £10.9 billion of which in sales of wine
- Employed 554,000 people across the supply chain

Hotter temperatures in Britain over the last two decades has led it to higher quality UK wines being produced, and they have won a number of awards at internationally renowned events in the last few years. The industry has seen an increase in the number of UK wine producers and an increase in wine production with 5.9m bottles produced in 2017. Grape growing and winemaking in the UK has changed dramatically over the past decade; England and Wales now have over 2500 hectares under vine, with around 700 vineyards (not all commercial), and over 160 wineries producing world-class internationally award-winning sparkling, white, rosé and red wines.

In the last 16 years English sparkling wines have won 15 International Trophies in global competitions.

Wine is predominantly produced in the South of England. Wine manufacturing facilities are often located at or near vineyards to optimise transport costs and ensure the freshest grapes are crushed. While different grapes require different climatic and soil conditions, grape growing generally requires warm, dry weather and long summer seasons. For these reasons, southern regions are best suited to wine production, 39.2% of UK vineyards and wineries are in the South East of England.

3.1 The Stakeholder Community

Unlike countries such as France, Spain, Italy and Portugal which have a tradition and history of wine growing and production, this is not the case in the UK. To help establish a presence and source of support, wine growers and producers formed local networks and communities and formed a trade association – the United Kingdom Vineyards Association (UKVA).

A trade association, also known as an industry trade group, business association, sector association or industry body, is an organization founded and funded by businesses that operate in a specific industry. An industry trade association participates in public relations activities such as advertising, education, lobbying and publicity. UKVA was formed in the 1990's and created a network of six regional associations:

| | |
|---|--|
| The East Anglian Wine Growers Association | Wessex Vineyards Association |
| Mercian Vineyards Association | Thames and Chilterns Vineyards Association |
| South East Vineyards Association | South West Vineyards Association |

3.1.1 South East Vineyard Association (SEVA)

SEVA, like the other regional associations within UKVA, is a membership organisation set up to support wine producers in Kent, Surrey, Sussex and London South. The aims of the SEVA are:

- To provide members with an opportunity to develop and exchange their knowledge and experience of viticulture and the making and promotion of English Wine;
- To represent the members at national level within the United Kingdom Wine Producers (UKWP);
- To promote the commercial activity of the members;
- To encourage social interaction between members;
- To generate opportunities, facilitate, and provide funding for research, development and marketing initiatives.

SEVA, like most associations, is run by its members who are elected to undertake various roles and responsibilities to support the running of the association. Although, anyone with an interest in wine produced in the South East of England can join, the Association is specifically designed to meet the needs of both commercial producers of English Wine and amateur vine growers and winemakers in the region.

Some of the benefits of SEVA membership include:

- Attendance at social events including the harvest celebration, Annual General Meeting and Technical Conference and study tours.
- Membership of the SEVA email forum so you can communicate directly with the other members
- Membership of the UKWP and its related benefits (including invitations to meetings, copies of the Grape Press magazine and membership of its email forum)
- Copies of SEVA's member's newsletters
- The opportunity to attend specialist SEVA Forums for vineyard managers, winemakers and wine business
- The opportunity to enter wines into the UK Wine Awards, organised by UKWP
- Website member's login and access to online information
- Opportunities to meet other members, network, and share knowledge and information
- Representation at the UKWP national level through the Committee and its Chairman.
- The opportunity to enter the SEVA initiative Fund and to benefit from the projects undertaken by the winners
- The opportunity to attend our biennial study tours (e.g. Champagne region in France, Alsace in Germany and North East Italy.
- Up to date information about the latest training courses and educational opportunities available to those in the industry
- The opportunity to showcase your eligible wines at the prestigious annual English Wine Producers' trade and press

3.1.1 Wine GB

As with all growing sectors, the needs of stakeholder, enterprises and in this case SEVA members change over time. Consequently, as the UK wine market has grown, UKVA has also evolved. In September 2017, UKVA and the English Wine Producers (EWP) voted to merge to form one single-industry representative body called Wine GB irrespective of their size in dealings with the government and other national and international organisations.

Wine GB's vision is:

“That our premium, unique and distinctive cool-climate wines have global recognition for their quality and sustainable production”.

Models of community building



Wine GB's mission is:

“To represent its members' views, provide advice, services and lobby on the members' behalf, to ensure fair legislation for the industry and its continued success”.

Wine GB is committed to ensuring a sustainable future for the UK wine production industry by:

- Promoting, representing and supporting the interests of all sizes of vineyards and wine producers in England and Wales
- Providing a wide range of services and benefits for its members
- Being a clear and powerful voice for the industry ensuring the needs of members are heard at the highest level.

4. Conclusion

The two case studies showcase two very different examples of how stakeholders and communities have come together to meet a common need and to support enterprises within cultural, heritage-based tourism.

4.1 Key Ingredients Community Development

The case studies demonstrate the value and the power of stakeholders and enterprises working together to accomplish a common goal. The key ingredients obtained from the two best practices are:

4.1.1 Cultural Tourism in Leicester and Leicestershire

The case study showed several key lessons and ingredients for success including:

- Recognising that cultural and heritage enterprises do not operate independently of the local, regional, national (even global) environment;
- Enterprises need to understand the inter connectedness of the market place and gain a **BIG PICTURE PERSPECTIVE**;
- Working in isolation will not accomplish as much as working in cooperation with a broad range of stakeholders – **DIVERSITY IS KING**;
- Ensuring there is a **BIG PICTURE, MACRO PLAN** as well as local, regional and enterprise level plans that are connected creates **SYNERGIES**;
- Taking time to invest in collaborative planning and obtaining expertise on how to **SECURE AND LEVERAGE FUNDING RESOURCES**.

4.1.2 South East Vineyards Association (SEVA)

The case study showed several key lessons and ingredients for success including:

- Finding a problem or a **COMMON NEED** will help to unite and engage likeminded people and stakeholders;
- Starting small and then growing and evolving is the way forward - '**MIGHTY OAKS FROM LITTLE ACORNS**' meaning that remarkable things can start off small and then grow and evolve over time;
- Building relationships with stakeholders focused on addressing common needs and problems helps to build **COMMUNITIES AND NETWORKS**;
- Formalising networks, processes and relationships once stakeholders can see the **VALUE ADDED** sustains the community;
- Embracing change as the needs of the community evolve helps to create **SUSTAINABILITY**;
- Enabling people to share and communicate in ways that are relevant to them which today increasingly means **MULTI-CHANNEL COMMUNICATION** combining face-to-face communications (e.g. meetings, events and talking to each other) with digital communications (e.g. social media, websites and blogging).

Models of community building



4.1 Checklist Community Development

Developing effective networks and communities requires energy, resources, time and creating a shared sense of VALUE ADDED that could not be achieved by working alone. Here is a checklist of questions that can be used to help shape and develop cultural and heritage-based networks and communities:

| | |
|-----|--|
| 1. | Who are the key STAKEHOLDERS? |
| 2. | How will stakeholders be CONSULTED and ENGAGED? |
| 3. | What is the BIG PICTURE and CHALLENGES impacting on the stakeholders? |
| 4. | What is the COMMON NEED and PROBLEM that will be addressed? |
| 5. | What is the community's COMPELLING MISSION? |
| 6. | What is the ADDED VALUE that stakeholders will derive from creating a COMMUNITY? |
| 7. | What is the community's MACRO PLAN? |
| 8. | What SYNERGIES can be leveraged by working with other communities? |
| 9. | How will the community be CREATED? |
| 10. | How will it secure and leverage FUNDING and RESOURCES? |
| 11. | What 'formal' MECHANISMS OR AGREEMENTS need to be established? |
| 12. | How will community members INTERACT and COMMUNICATE? |
| 13. | What ROLES AND RESPONSIBILITIES need to be defined and delegated to community members? |
| 14. | How will the community measure its EFFECTIVENESS and IMPACT? |
| 15. | How will members SUSTAIN and DEVELOP the community to ensure it stays relevant? |

Models of community building



1. Introduction

The ROOTS project has a focus on rural areas, where the levels of understanding and expertise within tourism SMEs and micro-enterprises will be lower than that found in urban centres and established tourism regions. This report describes two case studies showing different approaches to the development of how communities and local stakeholders can work together for the great, common good.

The first showcases how public and private sector stakeholders consulted with engaged local enterprises in the development and implementation of a tourism growth plan resulting in a growing and thriving cultural and heritage-based tourism sector in Leicester and Leicestershire. The growth plan provided a macro analysis and strategy which has been taken forward at a local level by enterprises, voluntary and public agencies and is now benefitting local economies, local communities and local enterprises. Whilst being Leicester-centred, the benefits of the tourism growth strategy are being experienced throughout rural Leicestershire as well as the city. The second case study describes how a group of wine growers and producers have created a strong networking community to promote their wines, heritage and related products and services.

2. Denmark Tourism Profile

The tourism experience economy constitutes a growth industry for Denmark. Tourism in Denmark generates approx. DKK 82bn in revenue and 120,000 full-time-equivalent jobs annually.

The tourism experience economy has a cohesive effect on Danish society. Almost all jobs created as a result of tourism are in the service sector, and are distributed across all parts of the country. One of the characteristics of tourism-generated employment is that it also creates jobs for people with short-cycle education and for a great many non-ethnic Danes. As such, tourism is a broad-based driver for growth and welfare at every level of Danish society.

In relation to its neighbouring countries, Denmark has a relatively large tourism industry. However, growth in Danish tourism has stagnated in recent years. In the period 2007-2012, Denmark experienced a recession in international tourism, while Europe as a whole enjoyed growth. This means that Denmark has lost market share to competitors in Europe. However, this negative trend spans a dual reality. While Denmark has achieved growth in city and business tourism, it has suffered a significant decline in coastal and nature tourism. Tourism in Copenhagen, for example, achieved growth in 2008-2012 of approx. 35 per cent, while the average growth in tourism in comparable European cities was approx. 29 per cent.

If Denmark is to gain a larger share of the growth in city and business tourism and reverse the trend in coastal and nature tourism, there is a need to step up its tourism promotion efforts. The price of tourism services is a key competitive parameter globally, but since Denmark is neither willing nor able to compete on wages or conditions of employment with countries such as Bulgaria and Thailand, its competitiveness in the tourism industry must necessarily be based on other parameters such as positive experiences, superior quality and excellent service.

Denmark's strengths must be given greater visibility in order to unlock the potentials of international tourism where tourists from the new growth markets such as Russia and China are increasingly prominent.

On the one hand, the immediate potentials and strengths within city tourism and business tourism must be maximised; on the other hand, Denmark needs to address the positions of strength and intrinsic, product-related challenges prevailing within coastal tourism and in relation to its neighbouring markets, including, not least, the sizeable German market. One key challenge and focus area that cuts across city tourism, business tourism and coastal and nature

tourism is to raise the Danish level of service and the Danish service culture generally. The Danish Government's position is that efforts need to be made across a broad front in the Danish tourism industry to raise the level of service and standards of quality so that tourists feel they are receiving "value for money".

The Growth Team for Tourism Experience Economy has recommended the creation of a strong organisation and concerted nationwide strategy. The tourism promotion efforts are to be organised so as to achieve greater effect from the investments made. The efforts are to be greater in scale, and the many ongoing initiatives are to be better coordinated. Central government allied with regional and local governments will facilitate enhanced organisation of Danish tourism promotion efforts. Given that tourism is an internationally competitive industry, the Government is aware of the need for efforts to boost the international competitiveness and framework conditions of tourism in Denmark. Under the Danish Government's reform programme, Plan for Growth DK, the corporate tax rate has been reduced to make it more attractive to invest and conduct business in Denmark. In addition, as of 1 January 2014, the VAT offset for business hotel stays in Denmark was increased from 50 to 75 per cent. This new VAT allowance rule will boost Danish tourism revenue by a total of DKK 220m per annum from 2014 onwards.

The Government has also extended Bolig Job Ordning, a tax-break scheme that incentivises home owners and tenants to purchase skilled labour and services, so that it now also applies to the owners of various forms of second homes (e.g. holiday homes, weekend cottages, homes exempt from the year-round residency requirement), and has extended the scheme period so that it applies to the 2013-2014 period inclusive.

The owners and tenants of second homes are now also eligible for the tax break on purchase of services (e.g. cleaning) and home improvements.

Another factor in the competitiveness of the Danish tourism industry is the ease and seamlessness of the procedure for tourist and business traveller visa applications. The Danish Government has decided to introduce a "Red Carpet" scheme, to eliminate red tape and facilitate visa applications for business travellers. In addition, an adjustment will be made to Danish travel agency and tourism schemes that will entail that travel agencies in countries such as China and Russia can gain accreditation regardless of whether they are associated with an accredited travel agent or accredited hotel chain/holiday home letting agency in Denmark. This means that a larger group of tourists will gain easier access to a visa for visiting Denmark.

The vision for the plan for growth is:

In the period up to 2020, the Danish tourism experience economy is to achieve growth rates of at least the same level as predicted for the other European countries. The plan for growth was drawn up on the basis of recommendations from the Government's Growth Team for Tourism Experience Economy, and with contributions from a wide circle of stakeholders representing the Danish tourism experience economy.

The plan for growth is to pave the way for achieving the above-stated vision of growth and employment in the tourism industry.

1. Danish tourism must be quality tourism
2. City and business tourism must be stimulated in order to attract more tourists from countries such as China and Russia.
3. Coastal and nature tourism must be promoted and attract new tourists from Denmark's neighbouring countries.
4. Denmark's tourism promotion efforts must be better organised and coordinated under a concerted national strategy in order to achieve greater scale and stronger impact from financial investments.

Models of community building



If the Danish tourism experience economy is to achieve growth rates to match those anticipated in the other European countries in the years up to 2020, according to VisitDenmark's forecasts, this will entail an increase of approx. DKK 4bn in tourism revenue in 2020 relative to 2012. To that end, over the coming years, the plan for growth will support the realisation of an increase in the employment rate within the Danish tourism experience economy of the order of several thousand new jobs.

Focus areas and initiatives in the plan for growth.

Danish tourism must be quality tourism

1. A standard will be developed for Danish quality tourism
2. Partnering on operating and developing the digital tourism infrastructure
3. Development of a "Denmark Direct" online booking platform
4. Evaluation of opportunities for extending municipal hotspots to more municipalities
5. Education and expertise within the tourism industry to be boosted
6. Promote knowledge exchange between the tourism industry and higher education
7. Tourism industry to be implemented as a priority area in the national system for technology-based promotion of trade and industry and enterprise promotion
8. Attract more foreign tourism investment to Denmark

Growth in city and business tourism

9. Orientate the Danish cultural tourism product towards an international public
10. Step up efforts to attract more Chinese and Russian tourists
11. Promote international publicity for Denmark
12. International events to place Denmark on the world map
13. Develop Danish coastal tourism along the Jutland west coast and around the Baltic Sea
14. Danish countryside and natural features to be utilised more actively as a tourism product, including the new national parks
15. Development of world-class bicycle tourism
16. Increase tourist satisfaction with culinary offerings
17. Boost small scale tourism on islands and in rural districts
18. Boost the general digital infrastructure, including better broadband and mobile coverage in holiday-home zones
19. Simplification of rules

Better organisation of tourism promotion efforts

20. Creation of a national tourism forum
21. Boost innovation and development initiatives for Danish Coastal and Nature Tourism, Danish Business and Conferencing Tourism and Danish City Tourism.
22. A joint national tourism strategy
23. Better opportunities for long-term strategic marketing

Challenges facing Danish tourism and experience economy

Recent years have witnessed a boom in international tourism and experience economy. This is due partly to the growing middle class in the growth markets, e.g. China, Russia and Brazil, which can now increasingly afford to travel. According to UNWTO, global tourism is growing significantly more than anticipated. From 2011 to 2012 there were 40 million more bednights worldwide, corresponding to growth of 4 per cent in global tourism.

This was thus a world first, with more than 1 billion international bednights within international tourism. According to Statistics Denmark, in the same period, Denmark suffered a fall of 1.4 per cent in the number of international bednights in Denmark.

One reason for this fall in international bednights in Denmark stems from new travel patterns and new destinations which attract many tourists from Denmark's traditional neighbouring markets. Tourists do not turn up in Denmark 'out the blue', and increasing numbers have rejected Denmark as a travel destination. Compared with neighbouring European countries, Denmark is losing market share.

Another factor underlying the decline in international bednights is the trend in travel consumption whereby tourists are tending to travel more frequently but for a shorter period as compared with in the past.

This trend is believed to be a contributory factor in the fall in the number of German bednights in recent years, for example.

A third factor behind the decline in Danish tourism is the relationship between price and quality in Denmark. Denmark is challenged by a relatively high wage and cost level as compared with neighbouring countries.

This is reflected in the fact that Denmark is one of the most expensive countries in Europe for tourists to stay in.

Consequently, Denmark achieves a low ranking among other destinations when international tourists rate the quality of the Danish tourism product. VisitDenmark's tourist survey from 2011 and the Centre for Coastal Tourism survey from November 2013 indicate that international tourists name value-for-money as the main downside of Denmark. German tourists especially do not rate Danish quality as matching the price.

Finally, there is the crucial challenge that Denmark in the global arena is a minor destination and that awareness of Denmark abroad remains limited.

The trend in Danish tourism is a dual reality. While city tourism achieved growth of 78 per cent from 1992 to 2012, coastal tourism was set back 27.5 per cent in the same period.

Source: Statistics Denmark

Note: The figures include both leisure and business bednights.

Defection from Denmark comes mainly from the traditional core target groups; primarily German and Swedish families, who previously holidayed on the Danish coasts.

Potentials for Danish tourism and experience economy

Given the buoyancy of international tourism and the general European boom, Danish tourism and experience economy have growth potential. Denmark needs to make the most of its strengths and comparative advantages in order to attract tourists and gain a share of international growth.

Danish tourism must be quality tourism.

Denmark cannot and should not compete on price in the global competition for international tourists. Danish tourism must be quality tourism. High levels of service and quality have the potential to revitalise and boost Danish tourism.

Danish tourism should be known for its world-class service and superior standards. This applies to personal attention and service to tourists, accommodation facilities, culinary experiences, tourist information, road signs, language barriers etc.

Models of community building



Growth in city and business tourism

City and business tourism, notably in Copenhagen, has achieved growth in recent years. Tourism in Copenhagen, for example, achieved growth in 2008-2012 of approx. 35 per cent, while the average growth in tourism in comparable European cities was approx. 29 per cent. This growth is to be sustained through development of Denmark's strengths, retention of existing tourists and attraction of high-consumption tourists. More tourists are to be attracted to city and business tourism from both our neighbouring markets and the new growth markets which appreciate Danish high-end products and Danish culture, architecture, design, gastronomy etc.

More than 80m Chinese holidayed abroad in 2012, and the prediction is that 25m Chinese will be taking their first holiday abroad every single year of the coming decade. In 2012, there were 114,103 Chinese bednights in Denmark, which is more than a doubling since 2009. Similarly, a large number of Russians have started to travel abroad. From 2007 to 2012, the number of registered Russian bednights in Denmark increased by almost 90 per cent.

If the growth in tourism from China and Russia increases by 12 per cent per annum, corresponding approximately to recent years' growth rates, by 2020 Denmark will have approx. 240,000 Chinese and 285,000 Russian bednights. As such, both China and Russia might potentially be among the 5-10 most important markets for Danish tourism and experience economy by 2020.

Add to this that Chinese and Russian tourists and business travellers account for high per diem travel consumption. As shown in Figure 4, the average Chinese and Russian tourist spends approx. DKK 1,800 and

Developing coastal and nature tourism

Coastal and nature tourism accounts for the largest share of revenue and employment in Danish tourism today, primarily attracting tourists from neighbouring Germany, Sweden and Norway DKK 2,400, respectively, per day. Although the trend in coastal and nature tourism has been declining in recent years, it is still the main market for Danish tourism. Denmark's neighbouring markets exhibit high travel intensity and constant demand for high-quality travel and holiday products.

Reversing the trend within coastal and nature tourism will mean attracting tourists from neighbouring markets by targeting the Danish tourism product at new tourist segments and customer categories from mainly Germany, Sweden and Norway.

VisitDenmark's tourist survey from 2011 indicates the high potential that exists in the target group referred to as "the good life". This target group consists of young adults and adult couples without children who go on holiday to enjoy life, experience natural scenery, cultural amenities, cycle rides, gastronomy etc.

This target group mainly comes from Germany, Norway and Sweden, and secondarily from the Netherlands and the UK and is characterised by its high-level consumption

3. Cultural Tourism Highlights

Copenhagen and Sealand

The capital

In 2004 Copenhagen Region had 136 hotels with a total of 4.9 million nights spent. There were 250 cruise liners calling at Copenhagen Port with more than 350,000 passengers.

Among the major Cultural tourist attractions are Tivoli Gardens, the Freetown Christiania and The Little Mermaid statue, all located in Copenhagen. A survey conducted by the newspaper Berlingske Tidende in July 2008 listed The Little Mermaid as the most popular tourist attraction in Copenhagen.

Southern Sealand, Lolland, Falster and Møn

In view of its proximity to Germany, one of the most popular areas of Denmark for visitors is the South of Sealand and the neighbouring islands. Møn, with its magnificent chalk cliffs, Liselund Park and its sandy beaches is one of the main destinations. Falster has a number of sandy beaches including those at Marielyst. The area also has several tourist attractions including Knuthenborg Safari Park and Middelaldercentret both on Lolland, BonBon-Land near Næstved and the GeoCenter at Møns Klint.

Bornholm

The island of Bornholm in the Baltic Sea to the south of Sweden offers tourists a variety of attractions including rocky seascapes, picturesque fishing villages and sandy beaches. Among the quaint towns worth visiting are Gudhjem, Sandvig, Svaneke and Rønne. The magnificent ruin of Europe's largest castle, Hammershus, is the island's most famous monument. There are ferry services to Bornholm from Køge near Copenhagen, from Ystad in the south of Sweden, from Rügen in the north east of Germany and from Kołobrzeg and winouj cie in the north west of Poland. There is also an airport at Rønne.

Jutland

Major cities

The cities of Aalborg, in the north, and Aarhus, in the east, attract a considerable number of visitors, whether for business or pleasure.

Aalborg's 14th century Budolfi Church, 17th century Aalborghus Castle and the Jomfru Ane Gade (a lively old street close to the city centre) are major attractions.

Aarhus is amongst the top 100 conference cities of the World and has seen a large expansion of the hotel business, throughout the last couple of decades. The city is home to several of Denmark's top tourist attractions, including the museum village of Den Gamle By (the Old Town), ARoS Art Museum, Moesgård Museum and Tivoli Friheden accounting for more than 1.4 million visitors annually. Other important tourist attractions are music festivals and shopping facilities. With one of the largest ports in Northern Europe, more than a dozen international cruise ships docks in Aarhus each year.

Among Jutland's regional attractions are Legoland close to Billund Airport, the easterly village of Ebeltoft with its cobbled streets and half-timbered houses, Skagen in the far north famous for its seascapes and artist community and the north-west beach resorts of Løkken and Lønstrup. Finally the island of Mors, famous for its natural beauty, attracts tourists to its Jesperhus Flower Park and to the cliff at Hanklit which overlooks the sea. Jelling, near Vejle in the south-eastern part of Jutland, is a World Heritage Site, famous for its two great tumulus mounds erected in the late 10th century and its runic stones erected by King Harold.

Near Esbjerg on the west coast stands Svend Wiig Hansen's enormous sculpture of four chalky white figures gazing out at the sea. Known as Mennesket ved havet or Men at the Sea and standing 79 m high, it can be seen for miles around.

Models of community building



Cuisine

The new Danish cuisine - part of the new Nordic cuisine movement - has gathered international attention in the new millennium as an inspiring, high quality gourmet cuisine with several acclaimed restaurants.

The most popular restaurants of this particular cuisine is primarily located in the Copenhagen area such as Noma, Geranium, Restaurant AOC, Den Røde Cottage and many others. Important provincial restaurants serving a new Danish cuisine, includes Ti Trin Ned in Fredericia and Ruths Gourmet in Skagen.

Apart from the new Danish cuisine, Denmark has an increasing number of high quality gourmet restaurants serving an international cuisine that has also attracted international attention.

Many restaurants in the Copenhagen area has been awarded Michelin stars and in 2015, restaurants in Aarhus was the first provincial spots to receive this highly acclaimed rating. Many other restaurants throughout the country figures in other important food guides, including the Nordic White Guide.

The usual fare of typical Danish food for the citizens, comprise a lunch of smørrebrød on thinly sliced rye bread. Traditionally, the meal begins with fish such as marinated herring, smoked mackerel or eel, shrimp, or breaded plaice filets with remoulade and moves on with meat such as slices of roast pork or beef, frikadeller (meat balls), hams and liver pâté. The sandwiches are occasionally richly garnished with onion rings, radish slices, cucumbers, tomato slices, parsley, remoulade or mayonnaise among others.

[10] The meal is often accompanied by beer, on occasion also shots of ice-cold snaps or akvavit.

In the evening, hot meals are usually served. Traditional dishes include battered and fried fish, roast pork with red cabbage, pot-roast chicken, or pork chops. Game is sometimes served in the autumn. Steaks are now becoming

4. Cultural Tourism Network

Roskilde Festival

The Roskilde Festival is a Danish music festival held annually south of Roskilde. It is one of the largest music festivals in Europe and the largest in Northern Europe. The Roskilde Festival was Denmark's first music-oriented festival created for hippies,[2] and today covers more of the mainstream youth from Scandinavia and the rest of Europe. The Roskilde Festival 2013 had more than 180 performing bands and was attended by some 130,000 festivalgoers, along with more than 21,000 volunteers, 5,000 media people and 3,000 artists – totalling almost 160,000 people who participated in the festival. Until the mid-1990s, the festival attracted mostly Scandinavians, but in recent years it has become more and more international (with an especially large influx of Germans, Australians and British

The Roskilde Festival Group consists of the Roskilde Festival Association, which organizes Roskilde Festival, the Roskilde Festival Foundation, which puts the group's competencies and knowledge into play the rest of the year, as well as Roskilde Kulturservice A / S, which provides staff for the Roskilde Festival group projects.

The Roskilde Festival Group is a non-profit company. Behind all that they do, their overall purpose is to support humanitarian, charitable, charitable and cultural work with a particular focus on children and young people. Since 1972, the Roskilde Festival Group has generated 321,639,643 million kroner for these purposes.

Roskilde Festival is about making a difference for the community - about creating positive change in the world. This ambition is the foundation of the way they work, the donations they provide and the activities they engage in. In that sense, they are not a 'just' a festival organizer, but rather a community actor whose core task is to arrange Roskilde festival.

History

The first Roskilde Festival was held on 28 and 29 August 1971, originally named the Sound Festival. It was inspired by festivals and youth gatherings like Newport, Isle of Wight and Woodstock. It was characterized mainly by poor management but also great enthusiasm. The festival's inaugural year saw roughly 20 bands ranging from folk, jazz, rock and pop genres all playing on a single stage, which lasted for two days with approximately some 10,000 visitors per day.

In 1978, festival organizers acquired the Canopy Scene, an orange musical stage previously used by The Rolling Stones on a European tour. Since its beginning, the Canopy Scene and its characteristic arches have become a well-known symbol and logo representing the festival.

In the 1990s, electronic music was introduced to the festival. In 1991, Club Roskilde was held, which was an electronic music dance club held in the evenings. In 1995, electronic music artists received their own stage.

In the following years, even more room for electronic music was created by the establishment of the chill-out zone and the Roskilde Lounge. Since then, artists like Fatboy Slim, The Prodigy, Basement Jaxx and Chemical Brothers appeared on the main stage.

By the 1990s, the number of tickets offered for sale was restricted and later even reduced.

Due to steadily increasing popularity of the festival, the number of visitors had increased to up to 125,000.

In addition, 90,000 tickets for about 25,000 volunteers, 5,000 media people and 3,000 artists were added. In order to preserve the quality of the festival, the festival organizers decided to limit the number of participants. The distance from the rearmost part of the camping area to the stages of the festival management seemed to have become unreasonable. The festival had become so popular that the festival management decided in 1994 to expand the festival area to the west. The festival site was now on divided by the railway line into two parts. In 1996 the festival had its own station, which should facilitate the arrival of visitors. In 1997, another tent called Roskilde Ballroom

How they were set up?

Roskilde Festival is the largest North European culture and music festival and has existed since 1971.

They are a non-profit organisation consisting of about 50 full-time employees and thousands of volunteers. It was created in 1971 by two high school students, Mogens Sandfær and Jesper Switzer Møller, and promoter Carl Fischer. In 1972, the festival was taken over by the Roskilde Foundation, which has since run the festival as a non-profit organization for development and support of music, culture and humanism.

In 2014, the Roskilde Foundation provided festival participants with the opportunity to nominate and vote upon which organizations should receive funds raised by the festival.

How they identified the stakeholders?

The Roskilde Festival Group is a collective term for the Roskilde Festival Foundation and its subsidiary Roskilde Kulturservice A/S and the Roskilde Festival Association, which stands for the Roskilde Festival. The overall ambition of the Roskilde Festival Group is to develop open and engaging communities that move people through music, art, sustainability and active participation. All their activities have the same purpose: To support cultural and charitable purposes with a particular focus on children and young people. Volunteering developed from a number of projects, all of which were centered around children and adolescents. In 1972, the Roskilde Foundation gathered the fallen Sound Festival, which had gathered 10,000 people for concerts with Gasoline, Povl Dissing, Alrune Rod and Sebastian, but ended with deficits. A founding member of volunteers took on the challenge of continuing the festival and each year, enough money was needed to drive the next. The Roskilde Foundation's Articles of Association were later amended several times, so that you could support not only local initiatives but also national and eventually international charity projects.

Models of community building



Which are the benefits of these communities for their members?

There are many benefits including:

Development of numerous local projects to support cultural and charitable projects with a particular focus on children and young people.

Development of numerous international projects to support cultural and charitable projects with a particular focus on children and young people.

Significant economic benefit for local hospitality and tourism businesses in the provision of services for people attending the festival

Which were the Community Development Methods?

One can say that the community development methods were quite simple, but very powerful – mobilise a lot of volunteers to earn money for charitable purposes specifically aimed at Children and Young People.

Which were the steps to mobilize the community?

The community was initially mobilized as outlined above – a very powerful but simple call to volunteer for a clearly worthy cause.

Which were the steps to make a 1 year and 3 months plan?

In the early days of Roskilde there were no 1 month or 3 month plans. Now the foundation is much more formalized with a five year strategic plan (internal) and produces many reports every year on the work of the foundation the previous year.

Key ingredients & checklist for community setting up and development:

- Have clear roles and responsibilities between Board and Executive Staff
- Early successes, particularly commercial successes are vital to achieve private sector (SME) buy in and commitment
- Focus initially on getting a good core working group together
- Other members will be attracted once they see success and a cohesive working group
- Recruit a Project "Champion" committed to making the project a success
- Nowadays a Social media strategy is vital



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