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IMPROVING THE ATTRACTIVENESS OF RURAL AREAS THROUGH COMMON STRATEGIES

EXPERIENCES IN EUROPEAN MOUNTAINS

Study carried out in the framework of a call for project proposals
from the French Ministry for Agriculture and Fisheries

« Development and attractiveness of
rural areas. Support for initiatives
besides the French Law concerning the
development of rural areas. »

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Summary

This document was carried out by Euromontana (European association for mountain areas) in 2008 in the framework of a call for project proposals from the French Ministry for Agriculture and Fisheries. It is aimed at highlighting the opportunities in mountain areas in the fields of tourism related to culture and rural heritage.

The first part of this initial report takes particular care to describe the context of the study, and in particular the difficulties in mountain areas in terms of tourism. On the one hand these difficulties are due to climate changes, making snow tourism's future more and more uncertain – in particular in medium altitude areas – and on the other hand those difficulties are due to a certain number of evolutions of the society and of its relation with tourism.

The second part of this report tries to prove that, against the issues, mountain tourism still has a bright future ahead, as long as tourism becomes diversified. The aim of this study is to point that tourism based on cultural heritage discovery in mountain areas is a cause of economic development, because it perfectly corresponds to the society new expectations, in particular in terms of development and sustainable tourism. Consequently, this second part highlights the opportunity for rural and mountain areas in particular, to develop collective initiatives in the fields of culture and tourism.

Finally, the third part takes particular care to underline the development of collective initiatives, showing various measures, plans and authorities that exist and can play a role in the field of enhancement of rural cultural heritage.

So as to illustrate in concrete terms the development, the implementation and the impacts of collective initiatives based on culture and heritage, a series of case study are submitted, coming from various European geographical areas: the tourism network from the center of Navarre; the territorial museum from Prepirineo (pré-Pyrenees); the ecomuseum from the Dolomites frioulanes; the Paolo Volponi literary park, in the Marches; The Langhe and Roero romantic road, in the Piedmont region; the "Espaces et temps de la neige" initiative, in the Jura region; and the open church network from Wales. Those initiatives show a real originality and can be a source of inspiration for associations and project initiators: for this reason, they enjoyed great success. Nevertheless, with intention of exhaustiveness, one should also take into account any difficulties and obstacles that those initiatives met.

Introduction

Whereas winter sports were long considered as the main way to tourism development in mountain areas in Europe, this classical image is called into question by current evolutions making its future uncertain: climate changes, sociologic evolutions which are less in favour of vacations in mountain areas with a particularly strong desire to return to basics, and competing with tropical destinations ... However it appears that these factors, that force the model of the mountain development to be reconsidered, can also be a chance for mountain areas: because, at the same time as these structural changes, the emergence of the "sustainable tourism" concept or the renewal of the interest towards rural heritage prove that mountain areas have advantages to keep growing in the future.

This study that lies within this context, is carried out for the French Ministry for Agriculture and Fisheries. This study doesn't project to put forward an exhaustive thinking of all possibilities of tourism diversification in mountain areas. It simply proposes a way which seems to be, in this context but also more or less in the long term, particularly interesting: the way of tourism related to cultural and rural heritage. In fact, "cultural tourism" or even "heritage tourism" appears to be particularly related to European mountain areas.

Through a theoretical presentation going back over the general context of mountain tourism, the initial report of this study tries to show the impact collective measures in the fields of culture and heritage can have on tourism attractiveness in mountain areas. Secondly, through an analysis of a series of practical case study from various European mountain areas, the study takes particular care to show how those initiatives are implemented, it shows their success but also their difficulties.

Part 1/ Mountain tourism in Europe

1/Origins and evolution of mountain tourism in Europe

The origins of mountain tourism are ancient, and its practices have largely changed over the past 300 years. However **two important historical tendencies of the European mountain tourism** can be distinguished:

- In the 18th century, "tourism" in mountain areas (one should rather say "trip" or mountain vacation because tourism means an economic facet that didn't exist at that time) is after all a way to **literally immerse oneself into the mountain area and the landscape**. The mountains are consequently considered as a special place whereby people think nature. Nevertheless, this naturalistic concept of the mountains distinguishes oneself from the modern ecological concept: in the 18th century, the mountains are after all obviously admired and respected for their beauty and landscape, but not for the protection of natural resources or endangered species.¹
- In the 19th century, **mountain tourism appears in summertime**. The concept of mountain as "health reserve" appears at that time: people go to mountains to "breathe of fresh air", to "recuperate" or to move away from cities and their inconveniences. "Clean air" in mountain areas caused for that matter the modern development of **medicalized therapeutic tourism practices** in mountain areas, in resorts of Davos, Briançon, Villard-de-Lans... Those cures and therapies are now coming into common use. Health becomes consequently an excuse working for mountain tourism.²

2/Specialization of winter tourism: rise and decline of winter sports

2.1/Invention of skiing and its success

Snow tourism and "winter sports" have not much remained popular until the middle of the 20th century (skiing was only a way to move, certainly not to make sport). **In the second half of the 20th century, winter sports established themselves as a fully-fledged practise of tourism in mountain areas**. From 1960 to 1980, **the construction of ski resorts was promoted by national and regional authorities**, everywhere in Europe and above all in the Alps. Actually, regions in Europe see there an unusual and appropriate opportunity to develop rural areas which are often weakened by economic difficulties and marginalization.³ The French snow plan from 1964 plans therefore the construction of hundreds of thousands of beds and dozens of resorts⁴: as it is reported in a parliamentary report from the National assembly, "the

¹ Bernard Debarbieux, «Les montagnes : représentations et constructions culturelles », in Veyret, Yves (dir.), Les montagnes : discours et enjeux géographiques, Paris, SEDES, 2005

² Ibid.

³ Vincent Rolland, « Attractivité des stations de sports d'hiver : Reconquête des clientèles et compétitivité internationale », Report submitted to the French Prime Minister, Dominique de Villepin, Decembre 2006: <http://lesrapports.ladocumentationfrancaise.fr/BRP/074000097/0000.pdf>

⁴ Parliamentary report led by the Economic, Environmental and Territorial Affairs Committee of the National Assembly about « Les améliorations pouvant être apportées au droit applicable dans les zones de montagne », July 2003 : <http://www.assemblee-nationale.fr/12/rap-info/i1040.asp>

emblematic model of development in the mountain area was based on the 'resort', which was built to directly get back the economic profit from a local natural advantage via money spent on the spot".⁵ This model of development based on mountain "planning", i.e. urban and re-creative facilities which are turn towards the mono-activity of alpine skiing, seems to be all the more appropriate that it corresponds to the arrival of European societies in the civilization of leisures.

At that time the ski attracts indeed mass tourism that has substantial economic consequences:

- Ski lift constructions;
- construction of diverse infrastructures (hotels, restaurants, bars);
- organized management of ski (tour operators, material rental);
- educational system (skiing lessons, winter sports classes) ;
- legislative package: February holidays are spread over five weeks to make ski seasons profitable.

2.2/Winter sports decline

Nevertheless, one notices today a decline of skiing as vector of mass tourism. Many signs show this loss of impetus:

- General decline of the rate of French people going skiing (according to la SOFRES and to the tourism directorate) between 1990 and 2000, from 8,6 to 6,5%.⁶
- Drop of world ski sales: from twelve million in 1980 to four million per year in the 2000s.⁷
- More and more habitual closing of small ski resorts: for instance, the closing of Ceüse ski resort in les Hautes-Alpes during winter 2008.
- Stagnation of the number of ski lifts around 4000 in France, after it had increased tenfold between 1960 and 1990.⁸

In view of this obvious decline of winter tourism, the elected representatives and the ski resorts managers often put forward the argument according to which a **renovation of host infrastructures and equipments, reinforced with a promotion campaign** in favor of ski – with e.g. the restart of winter sports classes – could stop the general decline of the winter sport sector. By the way, those recommendations have sometimes some consequences: like this, many resorts which are financially supported by the State or European regions, invest massively to modernize the infrastructures. For example, whereas investments represented 17% of the ski lifts turnover in the European mountains in 1995, investments have kept growing since then to reach 43% in 2006.⁹ Likewise, the French representative in Savoy Vincent Rolland, recommends a reflationary economic policy of ski, in a report submitted in December 2006 to the French Prime Minister Dominique de Villepin: he recommends to take into consideration the new technologies

⁵ Parliamentary report led by the Economic, Environmental and Territorial Affairs Committee of the National Assembly about « Les améliorations pouvant être apportées au droit applicable dans les zones de montagne », July 2003 : <http://www.assemblee-nationale.fr/12/rap-info/i1040.asp>

⁶ Report led by Jean-Paul Amoudry, on behalf of the common mission about the mountain policy from the French Senate: « L'avenir de la montagne : un développement équilibré dans un environnement préservé », October 2002 : <http://www.senat.fr/rap/r02-015-1/r02-015-1.html>

⁷ Philippe Descamps, « La Montagne victime des sports d'hiver », Le Monde Diplomatique, February 2008

⁸ Report from the French Senate, op.cit

⁹ Descamps, op.cit

to provide the promotion of the French ski resorts beside foreign tourists, to improve the accommodation capacity and the access to resorts, and to imagine new concepts of profitable investment.¹⁰

This policy is justified insofar as, in spite of an obvious decline, the industry of **winter sports remains for the moment a major tourism sector in Europe**. Consequently, according to ODIT France, the ski lifts turnover for the season 2006/2007 comes to €938 million in France, to €858 million in Austria and to €423 million (678 million in Swiss francs) in Switzerland.¹¹

However, such a policy remains very inadequate for **most resorts, in particular those who are in middle mountains, because the decline, or even the closing of these resorts can't mid-term be avoided due to climate changes**.

We can already show three introductory remarks, based on solid studies¹²:

- **The sector of winter tourism will be mid-term affected by a diminution of snow security.** Actually, by 2050, the advisory board in Switzerland for the climate changes (OcCC) considers that the snowline will probably rise again up to 350 meters. The snow layer duration and the number of days with snowfall will decrease at low altitude. For many small resorts that are most of the time located in middle mountains, it is here the main challenge they will have to take up: in 2050 they won't have enough snow to maintain a ski activity.¹³
- Moreover, **the important snowmelt** significantly changes mountain areas, and in particular in the Alps. By 2050, the snow surface of glaciers in the Alps will probably be reduced by about three-quarter compared with the reference period 1971-1990.¹⁴
- Finally, **the thaw of permanent frost** that destabilizes the ground will lead to issues where infrastructures such as the masts of ski lifts are fixed in frozen unconsolidated deposit. Since most of ski lifts largely depend on winter for their financial subsistence, and since their activity in summer is of second importance, resorts will have to either invest to secure them or to abandon them.¹⁵

According to OECD, the responsiveness towards climate changes reaches maximum in Germany, where a warming of 1°C only will bring a 60% drop in the number of ski resorts where snow cover is reliable¹⁶; in high case of a 4°C temperature increase, there won't be ski resorts in

¹⁰ Rolland, op.cit.

¹¹ « Les chiffres clés du tourisme de montagne en France », File carried out by the Directorate for mountain tourist research and management of ODIT France, October 2006 : http://www.odit-france.fr/system/files/bibliotheque_contenus/pdf/ChiffresCles2006.pdf

¹² For this part dedicated to climatic changes, we essentially based us on a report from the Swiss advisory body on climatic changes (OcCC), entitled « Les changements climatiques et la Suisse en 2050 : Impacts attendus sur l'environnement, la société et l'économie », June 2007 :

http://www.occc.ch/products/ch2050/PDF_F/CH2050-F.pdf, ainsi que sur un rapport de l'Organisation de Développement et de Coopération économique (OCDE), intitulé « Changements climatiques dans les Alpes européennes : Adapter le tourisme d'hiver et la gestion des risques naturels », March 2007 : http://www.oecd.org/document/43/0,3343,fr_2649_34361_37823595_1_1_1_1,00.html

¹³ Report OcCC, op.cit.

¹⁴ ibid

¹⁵ ibid

¹⁶ Experts consider that a ski resort has a reliable snowfall when, over 7 winters out of 10 at least, the snow cover is 30 cm high at least over 100 days between December 1 to April 15.

Germany with a reliable snow cover in about 40 years any more. Switzerland is on the other hand the Alpine country who is the least concerned: a 1°C warming would lead to a 10% loss of reliable resorts, and a 4°C warming would bring a 50% drop. As for France, a 300m elevation of the limit of the reliable natural snow cover (2°C higher by 2050) will reduce the number of ski resorts having a reliable natural snow cover to about 80% only over the current total in the departments of Savoy, les Hautes-Alpes and les Alpes-de-Haute-Provence (where there are domains having the highest altitude). However, if there was a 600m elevation of the limit (4°C higher by 2100), the proportion of resorts with reliable snow cover would go down to 71% in Savoy, 33% in les Hautes-Alpes and 10% in les Alpes-de-Haute-Provence¹⁷.

Despite the all-out demand of “modern” ski resorts from official tourism representatives, strategies to preserve the status quo and to maintain ski tourism (thanks to artificial snow etc.) don't seem to last: important investments and building sites in process purely postpone the closing that threaten many ski resorts.¹⁸ Now, beyond ski tourism, the model of development in mountain regions has reached its limits for decades. **The climate changes are yet not the only one to be at issue: the socialcultural evolution of the society doesn't correspond with what people imagine about the mountains as “amusement park” (see below in text).** Other expectations from more people arise. The challenge is now to meet the demands.

3/Evolution of the contemporary societies and mountain tourism

3.1/ Sociologic tendencies and mountain tourism

Many sociologic tendencies are running counter to the development in mountain regions, as it has been done for decades. It has to be said that the extraordinary development of tourism in European mountains from the early 60s to the mid-1970s took place at a specific period that is characterized by the sociologic evolutions that are now revolved. Those economic and social tendencies largely show that “mass” tourism is an extraordinary success:

- between 1960 and 1970 the baby-boomers generation came of age and turned towards tourism.
- *financial capacity* of the increasing middle class to go on holidays as a result of the extraordinary recovery of Western Europe after war (the Thirty Glorious Years). Consequently, “ski holidays” symbolize the upward social mobility.
- *Technical possibility* to go to the mountains: unprecedented development of efficient means of transportation (important acquisitions of cars, invention of high-speed trains – TGV was created in 1967...) and traffic links (many motorway constructions and rural development)
- mass tourism legal capacity through the sensation to join a society of leisure and progress.

¹⁷ Report OCDE, op.cit.

¹⁸ Interview with M. Guy Faure, Directorate of studies and tourist planning in mountain areas by ODIT France, Paris, 16/10/2008. One notes that in Switzerland, investments in ski equipments fail under an altitude of 1600 meters: See the parliamentary report of the National Assembly, op.cit

The development in mountain regions was therefore supported and defended by a series of decisive sociologic factors. Although, some of these sociologic factors don't exist any more, they have even changed:

- General aging of the European populations and the baby-boomers generation. Ederly people are less likely to be interested in mountain activities like skiing, mountaineering or hiking, because those activities require high physical effort and risk.
- The high costs of winter sports: the middle classes who largely contributed to winter sports development are now hesitant to invest in a one week holiday that costs about €1500 per family.¹⁹ Today, skiing mainly attracts managers and intermediate occupations who earn at least €3000 per month and per household.²⁰
- Change of perception of distances and time available: the model of mountain tourism was based on the idea of a "trip". The change of scene demands time, it implies long driving hours in uncomfortable or even dangerous conditions. But today, Internet and least cost journeys make quickly distant destinations off-season accessible thanks to their attractiveness and lowest acceptable offer comparing to a journey in mountains. Likewise, flexible working hours (e.g. the statutory 35-hour working week, distance work) and the decadence of the traditional family are now making the access to short journeys possible: more people prefer to go away many times a year rather than to submit to the traditional "summer beach holidays and mountains winter holidays".

3.2/ A strong desire to "return to basics"

In order to understand why the society wants today other forms of mountain tourism, we have to take into consideration **the growing inadequacy between the image of mountain areas such as the one that was promoted for many years, in particular through skiing tourism and the society new desires.**

Thereby, one witnesses a reconsideration of the model of development of mountain areas that has predominated since 1960, and starting from the mental image of the mountains the public has from it after the development. And in particular, **the development of skiing tourism was based on the idea of a control of nature via mankind** (one "tames" the mountains with ski lifts, the climate with heating) of surpassing oneself (thanks to sport). In spite of the fact that the mountains are a rural area, the mountains are therefore thought like a vector of modernity in which one optimizes the resources that one transforms into tourism products. Mountain tourism is thought like a mean, and a quick development is possible in accord, and above all in agreement with the local populations who are supposed to benefit *in fine* from this modernization. Thus, the mountain "settlement" carried out this way of thinking:

- architecture of winter sport resorts aiming at the functionality in the first place, without worrying about to fit in with the landscape (based on the urban architectural style of council houses, that are functional but not much design)²¹.

¹⁹ « Les Chiffres-Clés du tourisme de montagne en France », op.cit

²⁰ Ibid.

²¹ Descamps, February 2008

- promoting "mountain" tourism following this tendency by showing the modernity of the tourism spots and infrastructures (bridges, roads and cable cars) rather than the "natural" part of the mountains.²²

In people's mind, the mountains are not a rural area with specific topographical features any more, but now it fully symbolizes a tourism product.

However, this model of development is nowadays more and more contested:

- **Environment awareness** in particular, encourages people to wonder about damages caused by this kind of development. The way tourism has been managed for many years is today strongly criticized, because the modes of transport developed by that kind of tourism, but also the changes of cultures and the modernization of the territories are deeply conflicting with the values of protection of nature and environmental care. **The emergence and the success of concepts such as "sustainable tourism" or "soft tourism" show how environment is an expanding conception.**²³
- **Damages caused by mass tourism towards the local populations, their culture and their lifestyle** push people to reconsider their priority in terms of tourism.
- The values of control of nature and of surpassing oneself, that based and gave its legitimacy to the modernization of mountain territories, are more and more calling into question. It's quite the reverse now, **respect of nature and self-control are back to the center of the contemporary thought.** Rather than optimizing mountain resources, it is today all about to take care of it.

In view of the bad effects of the regardless mass tourism, more and more visitors want now to "return to basics", i.e. tourism in quasi-intact areas, not even destroyed after decades of massive tourism development.

This tendency and this aspiration for additional authenticity and simplicity keep encouraging visitors to stay out of too busy places and to make other choices to really change of scene, to meet other cultures, to discover other places through a sustainable tourism or a "soft" tourism.

In this way, rural areas and in particular mountain regions have extraordinary advantages, because they have most of the time a **strong cultural identity**, an own heritage and culture that can easily become attractiveness factors for foreign visitors. Nevertheless, one has to capitalize on this identity, this culture and this heritage being peculiar to each mountain area. So **it is essential that mountain areas create a "regional image", and that they capitalize on a "regional mark"**, this image and this mark can both allow the mountain areas to be different from each other, to reinforce its heritage and cultural identity.

²² Ibid.

²³ According to Hugues François, an expert of territory planning by Cemagref (public scientific and technical establishment for rural and environment engineering, « durable tourism essentially consists of changing the model of a-territorial tourism development, where planning and equipments take precedence over the protection of the environment and landscapes [...] Contrary to an a-territorial model, durable tourism tries to enhance territorial resources and to implement a tourism of specificity ». Intervention during the Colloquy « Le tourisme durable en montagne, 365 jours par an » organized in Grenoble on April 24 2008 by the National Association of elected Representatives from Mountain Regions

Part 2/ Preparing for the future – Interest of collective initiatives in the fields of culture and heritage

1/ Culture and heritage are the mainstay of tourism development

In view of these environmental, sociologic and cultural factors having an impact on mountain tourism, the idea of a tourism development based on a cultural heritage appears to be increasingly an attractive way to a more important diversification of mountain tourism that can also offer tourist visits throughout the year. Of course, cultural tourism is not the only alternative to skiing or the only possibility to diversify mountain tourism: e.g. "all year" sport tourism in mountain areas (hiking, mountain bike, mountaineering) is another possibility to diversify tourism. Moreover, **the success of a strategy based on cultural tourism depends on many other economic factors** that can also contribute to the development and the attractiveness of tourism in mountain areas: construction of infrastructures, a better access, facilities or administration guidance, SME aid, aid for farmers (positive externality), the fact of retaining people (in particular young people) on the territories, access to services, etc. In other words, this study doesn't intend to bring a global and exhaustive answer concerning the diversification possibilities of mountain tourism, but it simply wants to look into one of the possible sources for tourism development which are particularly very welcome.

As a matter of fact, there is no doubt that cultural tourism is becoming more and more influential today: according to the European Institute of Cultural Itineraries, **cultural tourism would already make up between 8 and 20% of the European tourism market-share**²⁴. At the same time, tourism based on discovery and meeting and going through the research of authentic rural areas – known by the name of **ecotourism** – **has been intensified**. It is also related to the new effect of hiking tourism, and more recently of the mountain bike or equestrian tourism. Another important factor that pleads in favor of a sustainable tourism or "high quality" tourism, is the way in which traditional tourist services and tourist accommodation have become part of everyday life - beach tourism in particular – which has led to a lack of interest.²⁵

In these circumstances, the fact of placing all hopes in rural heritage appears to be an extremely interesting way of a tourism diversification in mountain areas in France and in Europe for two reasons at least:

- **Rural heritage in mountain areas brings great prosperity that remains sometimes undeveloped**
- **The adequacy between cultural tourism and values of sustainable development is obvious**, these values are becoming more and more important for the visitors.

The mountains in Europe are lucky enough to enjoy **a natural and a cultural heritage that is extremely rich and diversified**. This heritage includes wildlife, natural landscapes and those made by human beings, villages and hamlets having many architectural and historical

²⁴ See website of the European institute of cultural routes: www.culture-routes.lu

²⁵ Ibid.

specificities, in the form of buildings but also of other constructions such as bridges, windmills or dry stone walls. Everything that history transmitted – **culture in its immaterial dimension** - is to be added to this **physical and well-developed heritage**: the language, traditions, folklore, music, dances, local products, gastronomic tradition, but also handcrafts, crafts and the know-how in general. This diversity and this cultural value give to each mountain “country” its own nature and a particular “spirit” making the inhabitants’ self-pride.

Admittedly, **those heritages and traditional cultures have been overlooked** for ages: e.g. ski resorts were built without considering mountain heritage. Pierre Moreau, who is a technical adviser of CIPRA (International Commission for the Protection of the Alps) in France, reminds us that “the issue of mountain tourist resorts comes from the fact they first inclined to erase even suppress the notion of heritage for good historical reasons such as the environmentalist aspect of the constructions in the 1950s”.²⁶ Actually, the protection of constructions or ancient know-how weren’t long a priority, because they were certainly considered too rural and too uncomfortable. Suspicion was to be added, during the post-war period in France, towards the rural property approach, by reason of an ideology of the return to “the land that doesn’t lie”, according to Vichy’s slogan.

It was only towards the 1970s that a renovation of the rural world and its heritage could shyly started.²⁷ **Rural heritage** – as gift from ancestors making landscapes, local cultures and the identity of mountain areas – **is now being jeopardized by the economic and social evolution that is speeding up because of globalization.**²⁸

Nevertheless, while the notion of environment and respect for nature is becoming trendy, **people become little by little aware of the potential - that has been largely ignored until now - of the rural culture in mountain areas.** As a result, actions are made today in favor of the renovation of the rural heritage, the rediscovery of its authenticity, a new respect for the past and the traditions: according to a poll conducted by IPSOS in 2002, 93% of French people are interesting in the rural heritage.²⁹ This is good news, and especially in a context where many mountain areas will have to adapt to the new climatic and sociologic conditions. **So the rediscovery of culture and the enhancement of heritage appear to be a way to the rebirth of mountain tourism, provided with a high-quality tourism respecting traditions and the environment of mountain areas.**

The enhancement of the heritage can encourage a sustainable local development, meeting therefore the three essential demands in favor of sustainable development:

- **The economic demand.** The enhancement of the heritage can be the beginning of a growing and important tourism development: it encourages diversification of tourism activities in rural environment, diversification of tourist services in mountain areas and the development of an off-season tourism which is not based on winter sports or hiking. France - as first worldwilde tourist destination and because of a rich and diversified rural heritage – should apparently better choose this kind of tourism.
- **The social demand.** The initiatives taken towards rural and mountain heritage are allowing synergies between different private actors, firms, voluntary workers, associations and local public actors, because those initiatives are taken locally and are on human scale.

²⁶ Ibid.

²⁷ Jean Moulias, « Pour une politique de préservation du patrimoine rural », Revue Paysans, n° 307, January-February 2008

²⁸ Ibid.

²⁹ Ibid.

Moreover, as a basic element of a local identity, heritage allows to create relationships among local populations. It can be in particular interesting in order to make the integration of new inhabitants easier in these areas, who have like this the opportunity to deeply discover the identity of this new territory.

- **The environmental demand.** The heritage and cultural tourism is not only based on the heritage created by human being but also on the natural heritage (e.g. landscapes). In other words, the worry about environment is at the heart of this kind of tourism.

2/The advantages of collective measures

In terms of development – and local development in particular - two tendencies can differentiate themselves from each other: the first one is in favor of the “private sector” and the second one is in favor of the “public sector”. Those who support the first tendency see in investment from private actors a guarantee of an economic, technical and human efficiency; whereas those who support the second tendency, they consider the State as being the one who vouches for the integrity of a development project. Nevertheless, this alternative can have disadvantages:

- 1) The public sector – in particular at national and regional levels – often has a tendency to understand the collective projects with an administrative approach, without considering the worries or the local particularities. However, it is essential to have a thorough knowledge of local heritage in mountain areas to carry out a policy based on local heritage successfully, i.e. a policy of authenticity and even of identity. Moreover, local authorities have often few means to invest in culture, apart from historical and traditional heritage that is essential but hardly allows innovation.³⁰ Last but not least, historically speaking, the public policies of the heritage have developed around monuments (castles, churches) and works of art, i.e. around objects and sites known for their beauty. But rural heritage is generally inclined to be practical not aesthetic, its beauty comes from the natural harmony with its environment: e.g. farms, barns, property, know-how etc. States lose interest in this “small” heritage that is ignored compared to other properties. In fact, the nature of rural heritage that is neither monumental nor artistic makes tough the fact of having recourse to the public authority so as to formalize it for the purpose of protection and enhancement. Moreover, with the view to tourism diversification, and in particular in traditional areas related to skiing, collective structures are more capable to act compared to the State or territorial collectivities: Jean Picchioni who is the president of SIVOM (Association with multiple functions) in les Sept Laux, notices that activities of diversification are very often based on individual or community initiatives. Territorial collectivities can determine the framework, but they are less able to intervene only when they are managing a winter sports resort for instance.³¹ In other words, administrative bodies, towards heritage, have to abandon the idea of a governing and technician approach in order to play a role of animator and unifier.³² To sum it up, the growing interest in vernacular heritage requires the transition from a descendant process (led by the politics and national scientists) to a more collective mode combining people’s movements, artists, media,

³⁰ File « Le partenariat public-privé levier du développement territorial » available on www.projetdeterritoire.com

³¹ ANEM colloquy, op.cit

³² Moulias, op.cit

economic actors (firms), local council members of small territories and simple citizens.³³

- 2) Regarding private actors, one can have fear of the fact they will always try at the most to make a profit on their investments leading to disastrous effects on the landscape, environment and constructions ... Because we have to become aware of the fact that enhancement of heritage is as much important as heritage itself. We should not take the risk to entrust developer contractors and mountain professionals with the enhancement of the mountain heritage. Their job mainly results from the financial profitability, because there is effectively a risk of the "artificialization" of authenticity, a culture of the false old that is particularly kitsch, where everything changes, improves in accordance with the image of the simple tourist going to the mountains with his cliché and images of Epinal: we can talk about the risk of a general "disneylandization" in mountain areas that we should avoid.³⁴

In view of this choice between the private or the public sector, individual measures were before considered as a remedy. As a matter of fact, they seemed to guarantee integrity, honesty and efficiency, since their actors (who were most of the time just citizens) were at the closest of their action, and knew all the aspects. But here again, inconvenients are obvious: the lack of financial and technical means or just human beings, limit their action and stop them from fructifying their work. Moreover, individual measures have less visibility than collective initiatives, which are also more able to resolve problems in their globality.

In order to overcome the inconvenients of the public, private or individual initiatives and to take at the same time advantage from the strength of each of these actors, it is possible to establish collective initiatives – as an union between public and private partners – on a scale going from the lowest level (just a voluntary citizen) to the highest level (the private firm, the town hall, the department, the region). Such collective measures in favor of heritage and culture imply many advantages:

- **Collective initiatives involve the local population**, and give to people the opportunity to **appropriate again their identity and their culture** thanks to the application of a positive and volunteer project. This research of a local identity is a strong motivation for many actors in rural areas, who are desirous to share with visitors their pride of their land.
- **Collective initiatives are often at human scale, offer personalised structures and avoid normalization and standardization** of measures that are purely commercial. The terms who describe for the best collective initiatives are: **discovery, meeting, conviviality and return to the roots.**
- **Collective initiatives satisfy needs and meet many customers types' expectations: the local population** is able to see a reason to create relationships, in particular during events (concerts, festivals and traditional festivals); **the urban population of proximity** is able to see in collective initiatives related to heritage an extra to meet the offer concerning hikings and other open air activities; **tourists**, in winter and summer alike, appreciate more and more this tourist amenity diversification.

³³ « Valorisation touristique du patrimoine et du paysage dans les territoires de montagne : S'évaluer pour évoluer », file ODI France, November 2007

³⁴ Ibid.

- Last but not least, collective structures show their project in an area - having in this way a better visibility – capitalize on the area image and can even change this image. In other words, **collective initiatives increase their attractiveness by enhancing the cultural heritage of a territory because they give to heritage an own identity.**

For their part, **structures can take good use of these different expectations by segmenting their offer per customers** and can in this way work all year. This segmentation of the demand forces these structures to diversify their services³⁵:

- **Restoration, access to the public and protection of landscape or minor monuments**
- **Guided tours or guided hiking tours** through different cultural “roads”, “tours” or “itineraries”
- **Education activities** (school visits, etc.)
- **Museographic places** where scenography allows to pass on heritage and in particular the know-how
- **Events** (concerts, festivals, exhibitions)
- **Activities related to the know-how and gastronomy**
- ...

In this study, the collective initiatives is described as being the result of the union between different local actors - no matter if they are private, public or individual actors - who are working for a strategy in favor of a territorial development. Those collective initiatives – as part of a project with a tourism or cultural specificity– allow synergies which are encouraging enhancement of cultural heritage, but are also providing an obvious added value, in terms of means, resources, visibility, promotion and coherence. One will take a particular interest in initiatives - **based on a territory enjoying a strong identity and culture - that take part in the development of a territorial image.** Thanks to the acquisition of a proper identity, it will be in this way easier for the visitors to identify and locate the territory.

3/Development of collective initiatives in Europe

3.1/ The implementation of collective initiatives

There isn't any fixed plan, no “miracle recipe” providing the success of a collective initiative, because actors, means and difficulties differed from a territory to another. While analyzing the case study that is described in the first part, we will notice how issues and their solutions varied depending on countries and regions. Moreover, there is a various types of project, making tough the generalization of a method in an operation manual: e.g. the organization of a traditional music festival won't be managed in the same manner of a renovation of buildings. Nevertheless, the case study that is examined in the following part shows that there are common steps in the implementation of the project. In spite of the lack of homogeneity and despite difficulties in their application, 4 steps can be taken into account:

³⁵ Ibid.

1) The project conception gets from a general idea to satisfy demands and local requirements. In the case of a cultural project and of heritage enhancement, these local requirements are sometimes easy enough to be satisfied. For instance, it is easy to realize that historical constructions have to be renovated. But the only action that is taken will be in this case generally a punctual and isolated action, which is not shown in a collective project based on a territorial thought. Moreover, it is quite unusual that these individual measures – even if they would have the support of public or private partners – have a significant impact on the development of a territory. Collective initiatives working for an original idea and bringing together the actors, who are concerned, can have on the other hand a gearing effect concerning territorial development. This effect will be so much more important as it is part of a clear strategy of development, allowing a better enhancement of resources - and in particular cultural, traditional or property resources - that aren't already utilized.³⁶ So as to complete such a project successfully, local actors have many possible alternatives: they can either establish the state of the art of local cultural heritage, or carry out a feasibility study or a survey beside the local populations to know their priorities... In fact, in the field of the tourism enhancement of the territory's heritage and landscape, the key points of a project success are the perfect positioning. With this end, making the visitor reasoning with have borne fruit. So, two fundamental questions arise: "who are the prospective customers within the project?" (local populations, urban populations of proximity, school groups, seniors groups, holidaymakers, etc.³⁷) and "what are the specific expectations of those customers?" (in addition to common expectations of all holidaymakers: needs to have a break, to recharge one's batteries related to the development of standardization, norms, confidentiality and stress of the society³⁸).

The conception of a project related to rural heritage also means to take into consideration the fact that a product enhancing local heritage will rarely be sufficient so as to launch a journey: The territory is first chosen then comes the product. Consequently, a collective initiative will have to be in phase with its territory to increase its chances to attract customers. As a consequence, it means that one should wonder what makes the territory's characteristic and which "image" is promoted through the tourism promotion. The project that is chosen has to be consistent with the image people have of the territory that is concerned.

2) Research of financial, technical and human partners. This will be the research of public or private structures that want to invest emotionally in the project, to take part in its enhancement and to support it on the long view. Sources can come from the private sector (banks, firms, cultural associations, etc.) or from the public sector, at municipal, regional, national or European levels (e.g.: the LEADER programme is at an European level; the DRAC – Regional Directorate of Cultural Affairs - are at a regional level) to finance this project.

The technical partners are those who will actively take part in the project enhancement. Those partners can be universities, experts, institutes, craftsmen and artists ...Finally, the fact of cultivating synergies on a territory is always advantageous: rather than considering the other as a competitor, tourism actors will be able to try to push the interdependences forward and to "refer" their respective customers.

³⁶ Debarbieux, 2005, op.cit

³⁷ « Valorisation touristique du patrimoine et du paysage dans les territoires de montagne », op.cit

³⁸ Ibid.

On the other hand, connections between local collectivities and institutional structures are important for their financial support, but also for the arising regulations or services (road access, identification, etc.) Consequently, it is necessary to maintain good relations with the council members of the territory concerned, to ensure that quality of the supplied information is observed so as to promote a structure that is suitable for an economic (employment creation), social and cultural life (implication of the local population, etc.) of the territory.³⁹

3) The setting up. The success of the project enhancement first requires to organize it well and to think about the type of governance that will ensure the success of the initiative. The communication and the permanent collaboration between all parties is in particular essential so as not to weaken the project homogeneity. The official form of this organisational structure (organization, foundation, LAG as part of the Leader initiatives) is also to be thought, considering obligations and advantages (essentially administrative and financial) that are resulting from it.

A good promotion of a project will be also to be considered and will have to meet the target group requirements.⁴⁰

4) Long-term project management and project evaluation. A collective initiative carrying an ambitious project will also have to last. To that purpose, it is necessary to estimate the project, analysing the efficient and less efficient measures. This estimation could be sent to a neutral party, who will judge the adjoiners of the project, in particular in terms of profitability (was the project financially viable ?), of recognition (did the project attract visitors and media ?), of territorial development (did the project create jobs for instance; or more subjectively, did it positively change the image of the territory ?)

The long-term project management and its evolution is also important. So in this way, the project must be oriented and renewed to meet customers expectations. It is then essential to verify if customers are content with the services provided during their stay. The actors and local partners involvement has also to be maintained (e.g. through the organization of festivals or specific visits).

In fact, in case of success of the initial project, there is the risk that it can't improve anymore, that it be outdated, and this would be fatal. So, it is absolutely essential to give energy to this project, to involve the population and local actors so they could invest in its future: e.g. through the organization of festivals. Actually, beyond the mobilization in the beginning that enables the project to succeed, a long-term stimulation of the measure is necessary to allow cooperation and new actors and partners involvement, who guarantee the project durability.

Supposing that these four steps describe the carrying out of a collective project, the model chosen won't be yet a frozen model, in view of the fact that it exists multiple cultural and tourism projects.

3.2/ Types of collective actions

The typology of European collective initiatives is divided in two important parts:

³⁹ Ibid.

⁴⁰ Ibid.

1) According to the duration of the project: occasional or factual projects (festivals, conferences, fetes, recitals, etc.), *versus* projects that are carried out over many years, such as museums, networking and rehabilitation of sites

2) According to the method of production of the project: "bottom-up initiatives", ("bottom-up" i.e. with the local population as initiator of the project) *versus* top-down initiatives (shown in a framework proposed by actors or bigger institutions).

However, these noticeable divisions are not opposite differences. For instance, a long-term project can totally do its own promotion via punctual events, such as temporary exhibitions or can take part in the organization of a festival in relation with its thematic. Similarly, bottom-up projects can shown in a larger framework, contributing for instance to a regional development plan. It is consequently quite difficult to categorize the collective initiatives according to standards. Consequently, some territories (e.g. for the development of projects of publicity events) will be rather chosen for their climate, existing structures and their type of tourism than for a theoretical or academic preference for this model.⁴¹

3.3/ The impacts of collective measures

The success of an economic impact of collective measures is often the result of a **virtuous circle**: an innovative project attracts an important number of tourists that encourages all sectors (hotels, restaurants, transports) to invest all over the country; these sectors needs staffs, and most of the time skilled people: in this way they not even generate job creation but they also educate local people.

Another impact that is as much important as collective measures is the **modification of the territorial image** that they can promote towards the public at large. In fact, the constitution of an attractive territorial identity seems to be a condition that is more and more necessary so as to promote successfully a territory. Of course, this publicity has to enhance the advantages of a territory (e.g. infrastructures or climate, etc.) but has also to show the difference between a territory and the other ones, by highlighting its uniqueness: its own nature. In this view, collective initiatives led in the fields of heritage and culture can be very useful to promote a strong territorial identity, because they are based on identity factors.

⁴¹ Ibid.

Part 3/ European perspectives

To promote projects development in favor of tourism and culture, different measures are implemented in Europe so as to:

- **Offer reflection and involvement measures** (charters, conventions)
- **Provide a financial assistance for collective initiatives from the public sector** (in particular at European level)
- **Promote the development of initiatives thanks to local actors** (LEADER local actions groups, nature parks)
- **Choose original measures to develop rural and heritage tourism** (here are two examples: the « Pays d'art et d'histoire » and the measures taken by the Province of Barcelone)

1/ Charters, European and transnational conventions

Although the idea of and the need for sustainable tourism have been accepted for some years, and despite the existence of many good examples of activities in this field, the ever increasing challenges facing protected areas (in particular in rural and mountain areas) showed the necessity of making a real commitment through the development of treaties, charters and conventions on European level. The European Charter for Sustainable Tourism in Protected Areas and the Alpine Convention appear to be two interesting and original examples.

1.1/ The European Charter for Sustainable Tourism in Protected Areas



In 1995, Europarc⁴² - Federation of European Nature and National Parks (www.europarc.org) - took the initiative to set up the European Charter for Sustainable Tourism in Protected Areas

⁴² Information about the European Charter for durable tourism come from an interview led in Brussels on October 10 2008 with Richard Blackman, the assistant director of Europarc Federation.

(CETD, www.european-charter.org) with a project funded by the EU's LIFE programme (Financial Instrument for the Environment) and led by the Fédération des Parcs naturels régionaux de France on behalf of Europarc. The wider need for sustainable development was further highlighted by the creation of the Agenda 21 programme at the United Nations Conference on the Environment and Development at Rio de Janeiro in 1992. Ten European pilot parks together with representatives of the tourism industry and NGOs active in the tourism and environment fields contributed their combined experience and wisdom and outlined their needs. A final version of the Charter was published in 2000, with 21 parks from Austria, France, Germany, Italy, Portugal, Spain and United-Kingdom signing a letter of intent. Nowadays, there is **a total of 58 members who signed the Charter and more than 20 other parks are about to sign it.**

The Charter defines sustainable tourism as following: "any form of development, management or tourist activities which ensures the long-term protection and preservation of natural, cultural and social resources and contributes in a positive and equitable manner to the economic development and well-being of individuals living, working and staying in protected areas."

Charter parks are required to **develop a 5-year strategy and action plan** for the management of tourism with local stakeholders. In order to put this form of tourism into practice, the Charter **strengthens the positive interactions between local tourism stakeholders and the wider tourism industry.** Moreover, **internal and external audits** of charter parks, which are repeatedly and obligatorily carried out, can lead to new ideas and improvements in the management of the tourism activities. One of the other advantages of the Charter is to show that Charter parks take higher profit in the European arena as an area devoted to sustainable tourism: so it is also a **quality label.** Finally, this Charter allows awareness on European level and public relations-raising opportunities: an opportunity to work with and learn from other European « Charter parks » **in a network.**

1.2/ The Alpine Convention



The Convention of the Protection of the Alps, namely "The Alpine Convention" is an agreement for the overall protection and the sustainable development of the Alps, aiming at protecting the economic and cultural interest of the population living in those areas (i.e. 13,6 million of people). The Alpine Convention was set up since people are aware that the ever-growing pressures caused by man are increasingly threatening the Alpine region and its ecological functions, and that the damage is rectifiable only with great efforts, and are convinced of the need for economic to be reconciled with ecological requirements. Consequently, the Alpine Arc (The Federal Republic of Germany, the French Republic, the Italian Republic, the Principality of Liechtenstein, the Principality of Monaco, the Republic of Austria, the Swiss Confederation, the Republic of Slovenia) and the European Economic Community, convened at the first Alpine Conference of Environment Ministers held in Berchtesgaden in December 1989, have to set up the Alpine Convention signed in 1991.

In order to achieve their objectives, **the Contracting Parties shall take appropriate measures in the following twelve areas:** regional planning; conservation of nature and the countryside; mountain farming; mountain forests; soil conservation; tourism and recreation;

energy; transport; prevention of air pollution; water management; population and culture; waste management.

The Contracting Parties shall agree upon Protocols for the implementation to this Convention, respecting each of the twelve areas above-mentioned (however protocols concerning the last three areas haven't been already drawn up). The Contracting Parties shall **integrate territorial collectivities** (länder, cantons, provinces, regions etc.), **promote the exchange** of legal, scientific, economic and technical information, facilitate **research and assessment**, and **cooperate with international governmental and non-governmental organizations**.

1.3/ Other Charters and European and international Conventions

Convention for the protection of the world heritage

- Adopted in Paris in 1972, this UNESCO World Heritage Convention defines the kind of natural or cultural sites, which can be considered for inscription on the World Heritage List.
- 185 participating States signed the Convention.
- The Convention sets out the duties of States Parties in identifying potential sites and their role in protecting and preserving them.
- By signing the Convention, each country pledges to conserve not only the World Heritage sites situated on its territory, but also to protect its natural heritage.
- The most original characteristic of the 1972 Convention is the merging of two separate notions: the protection of nature and the protection of cultural goods.
- The Convention is symbolically useful and can be seen as a network for experts and researchers to establish the condition of world heritage sites.

European Charter of the mountain regions

- Adopted in 1995 within the framework of the Council of Europe
- Basis for a convention that will probably pass, which comes up against reluctances of many European States and of the European Commission
- The Charter may not be restrictive; it has a strong symbolic influence and acts as a reference for protectors of the mountains.

Convention for the Protection of the Architectural Heritage of Europe

- Adopted in 1985 within the framework of the Council of Europe
- Without being constrain, the Convention encourages the States and local authorities to protect and enhance their heritage.
- The originality and the innovation of the Charter come from its acknowledgement of the notion of integrated conservation, which consists of joining the heritage conservation with development and urbanism, to create links between heritage protection and cultural action and to preserve technical and traditional know-how.
- In other words, the Convention allows an enhancement of heritage closer to the citizens, a systematic research of synergies between partners through public and private actions, private initiative, through professional opening-up, businesses responsibility and through a well-targeted voluntary workers commitment.

European Landscape Convention

- Adopted in 2000 in Florence, this is the first Convention taking specifically and exclusively an active part in the protection, management and development of all European landscapes together with the organization of a European cooperation in this field.
- The Convention addresses in particular the question of the landscape (defined as "part of the territory such as it is seen by the populations, whose nature results from the action of natural and/or human factors and from their interrelations") favoring its social unity showing

that the European citizens' quality of life in rural and urban areas is an essential element for group and individual well-being.

- The European Landscape Convention encourages the organization of consultations between public collectivities: Europe, State, Regions, Departments and municipalities, which are all active in a same territory and landscape.
- This Convention also plans landscape integration that is necessary in the town and country planning policies, in cultural, environmental, rural, social and economic policies.

Council of Europe Framework Convention on the value of Cultural heritage for Society

- Adopted in 2005, this framework Convention refers in particular to the Convention for the Protection of the Architectural Heritage of Europe and to the European Landscape Convention.
- The Convention thinks that the knowledge and the practice of heritage are part of the citizen's right to take part in the cultural life such as it is defined in the Universal Declaration of Human Rights.
- Cultural heritage is defined as a resource that is useful for human development, enhancement of cultural diversities, intercultural dialogue as well as a model of economic development according to the principles sustainable use of resources.

2/ Support of the European Union in terms of the enhancement of heritage and tourism development through rural development programmes

The programmes for national development consist of selected measures for each country of the European Union in a common general framework. These programmes were submitted to the European Commission who studied most of them throughout the year 2007. Each plan consists of 4 axis:

- **Axis 1: competitiveness**
- **Axis 2: environment and countryside**
- **Axis 3: diversification and quality of life**
- **Axis 4: area-based local development strategies (LEADER programme)**

The measures related to tourism and cultural development of the axis 3 are:

- 311 - diversification towards non farming activities;
- 313 - development of tourism activities;
- 321 - basic services for the economy and rural population;
- 322 - renovation and development of villages;
- 323 - protection and enhancement of rural heritage;

Concerning axis 4 – the LEADER programme – it is about a transversal measure that can finance different types of actions in all rural development fields. The LEADER programme application through local action groups is defined in part 3.2.

2.1/ Hexagonal Rural Development Programme (PDRH)

The hexagonal rural development programme submitted to the European Commission in 2007 plans - in the fields of tourism, cultural enhancement and rural development - to adopt the following measures:

- **Measure 313, "Development of tourism activities."** This measure is aiming at developing tourism attractiveness of rural areas in order to maintain and develop a lively economic system and facilitating jobs creation and economic growth. It is a way to promote a dynamic image of rural tourism while qualitatively and quantitatively improving low-capacity accommodation, products, communication on both tourist sites and development and/or commercialization of tourist facilities in rural areas, and especially in the framework of integrated global strategies. From a more operational point of view, priorities of intervention in this field concern the creation, the modernization and the development of entertainments and tourism activities by taking into account the environment and the social dimension (sustainable tourism) and the benefit qualities (including insertion within quality measures).
- **Measure 322, "Renovation and development of villages"**. This measure is aiming at strengthening territory attractiveness by improving the visual aspect of rural boroughs and the quality of life. Regions can encourage access to this measure to initiatives forming part of strategies of project development of territories.
- **Measure 323 E, "Protection and enhancement of cultural heritage."** This measure is aiming at developing rural territories attractiveness through the protection and the enhancement of cultural heritage. The purpose of this measure is to improve the quality of life, to preserve and enhance cultural heritage factors and to develop the tourism potential in rural areas. In order to strengthen the impact for group or individual project services, the regions can – because it is a question of priority or in answer to a call for project proposals - encourage through this measure initiatives forming part of strategies of project development of territories.

2.2/ Rural development plans in other European countries

The table below shows which measures (among the measures 311, 313, 321 et 323) are financed by some Member States or provinces/regions (see details attached)

Countries	Implemented Measures
Austria	311 - diversification towards non farming activities; 313 – development of tourism activities;
Slovenia	311 - diversification towards non farming activities 323 – protection and enhancement of rural heritage
Italy	Val d'Aosta region 311 - diversification towards non farming activities 313 - development of tourism activities; 321 – basic services for the economy and rural population; 323 - protection and enhancement of rural heritage Liguria region: 311 - diversification towards non farming activities 313 - development of tourism activities; 323 - protection and enhancement of rural heritage

	<p>Trento region:</p> <p>311 - diversification towards non farming activities 313 - development of tourism activities; 323 - protection and enhancement of rural heritage</p>
Spain	<p>-Asturies</p> <p>313 - development of tourism activities; 321 - basic services for the economy and rural population; 323 - protection and enhancement of rural heritage</p> <p>-Basque country</p> <p>311 - diversification towards non farming activities 313 - development of tourism activities; 321 - basic services for the economy and rural population; 323 - protection and enhancement of rural heritage</p>

THE EUROPEAN COMMISSION CULTURE PROGRAMME
See http://ec.europa.eu/culture/index_fr.htm



- Programming period: **2007-2013** ▪ Total budget: **400M€**
- Objectives:
 - to facilitate the **cross-border mobility** of people working in cultural activities
 - to encourage the **transnational circulation of cultural and artistic productions**
 - to promote the **intercultural dialogue**
- Types of support:
 - support **cultural actions:** multi-year cooperation projects (3-5years), cooperation measures (maximum 2 years) and specific measures, including the support beside European capitals of culture
 - support **cultural organisms:** exchange between cultural organisms, requirements specification, sector representation within debates beside the Commission and elsewhere
 - support **analysis and activities diversities:** analysis on cooperation and cultural policy; cultural focal points of information transmission; receive and transmit information for cultural operator

Through implicated financing, this is a marginal programme compared to implemented measures in the framework of plans for rural development.

3/ Key local authorities: nature parks and LAGs

In the fields of culture and local development, Europe shows two great advantages: nature parks and Leader local action groups, i.e. two actors able to support and carry out logical collective initiatives. These two actors are described below.

3.1/ Nature parks

Nature parks are called differently in Europe depending on their home country: one talks about "Parcs naturels régionaux ou nationaux" in France, "Naturparke" in Austria and in Germany, "Areas of Outstanding National Beauty" in England and in Wales, "Protected landscape areas" in Czech Republic and in Slovakia, etc. **The number of nature parks is different** in each country (45 Parcs naturels régionaux and 9 national parks in France, 44 parks in England and in Wales, but 93 in Germany and 122 - record in Europe - in Spain) **as well as their national territory superficiality:** 13% in France, but only 1,5% in Roumania compared to 24% in Germany.⁴³ Finally, both their legal status and their financing varied from a country to another.⁴⁴

Although European parks differ depending on their home country, their priorities and their objectives are the same. There are four of them:

- **Protection of natural environment and biodiversity**
- **Protection of the cultural heritage of the territory concerned**
- **Support for the economic and social development of the territory**
- **Support for entertainments and tourism sector**

In this way, nature parks play an important part in the development of rural territories in Europe. This is particularly true in the field of culture: as protected areas, **parks have to ensure protection, enhance and promote the cultural heritage** of their territory.

Nevertheless, it is important to point out the differences between parks on European and national levels:

- **On national level, there is a difference between national and regional nature parks. The 'parcs naturels nationaux' (national nature parks) were created in 1962 with an ecologic role** to preserve biodiversity. Les 'parcs naturels régionaux' (PNR) (regional nature parks), created in 1967, are on the other hand not only "territories of project" but also nature reserves: **The 'parcs naturels régionaux' (Regional nature parks) have to enhance cultural heritage and economic development**, which is out of the prerogatives of national parks.
- Likewise, on European level, **the role of culture given by parks is often less serious than it is in France by the 'parcs naturels régionaux' (regional nature parks)**. For instance, the "Naturparke" in Germany receive less public financings than the 'parcs naturels régionaux', and their role is more similar to national parks', i.e. mainly an ecologic and environmental role.⁴⁵

⁴³ All figures come from a report dating from 2004 led by Europarc Federation, entitled Nature Parks- Prospects for Rural Areas in Europe

⁴⁴ Ibid.

⁴⁵ Report led by Europarc Federation, German section: « National Parks in Germany – Wild and Beautiful », December 2006

France is provided with particularly active 'parcs naturels régionaux' (regional nature parks) in the field of culture, which are able to develop strategies all over the country. However, there are differences within parks strategies. Actually, although their action all over the parks in the field of heritage has been strong since the beginning, their action in favor of culture in a broad sense changes in accordance with their territory:

- **The actions of some parks** (e.g. the Parc de Corse or the Parc des Monts d'Ardèche) **are mainly based on the enhancement of local heritage**, and the cultural activities developed concern of course this heritage: visits of Romanesque churches in the Parc de la Montagne de Reims (park of the Reims mountain), organization of dinner offering local specialties in the Parc du Vercors (Vercors park), promotion of concerts of "traditional songs from Corsica" in the Parc de Corse (Corica park), etc.⁴⁶
- **Nevertheless, an increasing number of parks develop more innovating cultural activities**, as a mean to attract new customers. Those parks don't only act in favor of heritage, but also animate the local cultural life: parks help local actors to launch initiatives and to meet, they technically and administratively support the action of operators, they help financing events ... In this way, the Parc des Bauges (Massif des Bauges park) has organized a classical music festival (« Musique et nature », i.e. Music and nature) for ten years, welcoming international world wide artists in the field of plastic art, organizing open air school classes under the theme "discovery of modern art". **In other words, the role of these nature parks in the field of culture is not limited to heritage: they also act as operators, facilitators and supervisors of lively cultural project.**⁴⁷

Finally, the 'parcs naturels régionaux' (regional nature parks) are part of an association - **la Fédération des Parcs naturels régionaux de France** (Federation of European Nature and National Parks) – for which the duties are : to represent its members in the main national and international authorities, to consult each other and to share their experiences, to carry out innovating programmes, to inform people. **Thanks to this network, managers of parks in the field of culture can group together in order to share their ideas and experiences.**

⁴⁶ « Les Politiques culturelles des Parcs naturels régionaux », File carried out by the French Federation of Nature and Regional Park, November 2002

⁴⁷ Ibid.

3.2/ The Local Action Groups of the LEADER programme



The European Union's Leader programme (a French acronym, standing for "**Liaison entre actions de développement rural**») is the result of a deep transformation of rural territories. The policy on rural development – CAP's second pillar – didn't only have the objective to strengthen the European rural sector's competitiveness, but also to develop new activities to create jobs in rural territories.

The objectives of the Leader programme are quite simple: to enhance specific resources of a rural area in the framework of a relevant development strategy, which is adapted to the local context. **The Leader programme is aiming at encouraging rural actors to think over their potential for a long-term development of their territory.**

The key concept on which is based the Leader initiative is that – **since rural areas are diversified – development strategies are more efficient if they are implemented on local level by local actors themselves.**

Thus, **Local Action Groups (LAGs) receive financial assistance from the Leader programme.** Under the latest period of the Leader programme, between 2000 and 2007 (known as Leader+ period, after Leader I and Leader II periods) 893 European LAGs (over an area of 1 577 386 km²) were selected to receive an amount of €2 billion 105 million.

LAGs think and implement their local development strategy. They create a local partnership, which is clearly defining the capacities and responsibilities of each membership. They are proportionately composed of partners coming from different socio-economic sectors. **The economic and social partners and non-profit-making association have to make at least 50% of the local partnership.** Members of LAG must be locally engaged. They can either choose a lead partner who is in charged of administrative responsibilities and manages public funds or creates a common legal structure to fulfill these duties.

Each development plan proposed by LAGs must be structured around one of these themes:

- The use of know-how and new technologies to make the products and services of rural areas more competitive.
- Welcoming new local actors or businesses.
- Improving the quality of life in rural areas.
- Adding value to local products.
- Making the best use of natural and cultural resources.
- Target groups: young people and/or women.

The territories of LAGs are not necessarily recognized as administrative territories but as "territories of project", which must have a sufficient critical mass in terms of human,

financial and technical resources in order to implement a development strategy. **These territories have to be in particular homogeneous and socially coherent, characterized by common traditions, by a local identity, a feeling of belonging to this territory or common perspectives.**

This territorial logic is one of the key factors in the success of the Leader programme, because it enables LAGs **to fix their projects in a strong tradition and identity**, shared by the local population, and in this way it will give them a real personality **that differentiate them from other initiatives and it encourages people to appropriate the project** (see the different case studies proposed).

The existing LAGs is fully involved in the Leader axis (n°4) of the national/regional Rural Development Programme 2007-2013.

4/ Two examples of measures taken in Europe in favor of rural and cultural tourism

4.1/ The "Villes et Pays d'art et d'histoire" ('Cities and Regions of Art and History'), France



Created in 1987, the French label **"Villes et Pays d'art et d'histoire"** (namely **"Cities and Regions of Art and History"**) is given by the Ministry of Culture and Communication to local collectivities, which is devoted to the preservation of architecture and heritage and promotes quality in built or equipped places. Since the beginning of 2009, **95 cities and 36 regions of art and history, i.e. 131 members collectivities** have joined the network of the "Villes et Pays d'Art et d'Histoire" (cities and regions of Art and history). This label corresponds to the evolution of the notion of heritage over 1970-1980: people started to consider as part of the national heritage not only the "great" rural dwellings and monument heritage but also the **"small" heritage**, whether it is **natural** (landscapes), **industrial** (abandoned firms) or simply **an heritage of the local population's memory**, in particular rural populations (the know-how, traditions or places). The "Pays d'art et d'histoire" (Regions of Art and History) endeavors to integrate in their strategy all elements **contributing to the identity of a country**. The conventions passed between the Ministry of Culture and local collectivities - giving the right to these collectivities to use the label "Pays d'art et d'histoire" – requires a strong will from council members to animate their heritage and above all, the **label "Pays d'art et d'histoire" must be inserted in a global vision of a cultural project of a country**, allowing a **real synergy of different actors** of a territory. The conventions have four objectives:

- **To arouse the local population awareness towards its quality of life.** The fact that inhabitants are the first ambassadors of their city or region, visits and seminars are organized

for them according to the specificity and the actuality of the heritage, urbanism and architecture. Specific actions for the population – including the one from peripheral areas – are implemented to create a feeling of belonging in a community, to encourage them to preserve the heritage and to understand what is at stake in rural development and landscaping.

- **To initiate young people to the regions' heritage.** The educational services of architecture and heritage are matters of priority for these conventions. The animator in charge of architecture and heritage coordinates them, and works all year long in a specific place. These actions welcome students from the nursery school to the final year, during and out of the period of study (during summer, 'été des 6-12 ans'...).
- **To develop tourism of quality with a skilled staff,** putting the emphasis on dialogue and communication. Some methods are intended to make staffs - working in urbanism services, information services in tourist offices and town halls, in hotels and restaurants, cottages, taxis ... - aware. Moreover, on top of "discovery-visit", conventions encourage the creation of an architecture and heritage center to present in an instructive way the architecture and heritage of a region.
- **To largely communicate.** Conventions facilitate both the creation of documents of information and promotion and the organization of seminars focused on heritage.

The implemented actions require the creation of a service to animate architecture and heritage. The person in charge of this service is an animator of architecture and heritage who is recruited through competition, and works with certified speakers and cultural and tourism local structures. The actions are led with the active participation of diverse stakeholders: 'directions régionales des affaires culturelles' (DRAC) (regional directorate for cultural affairs), departmental services for architecture and heritage, departmental and municipal archives services, schools of architecture and universities, curators of museums, tourist offices, other places of transmission of architecture ...

The Ministry of Culture and Communication supports also local collectivities. This support is both specific to the territory concerned and common to all cities and regions of art and history. On top of a financial support during the first five years of the convention, supports can also be training for animators of architecture and heritage and for speakers, a support to make information documents, to organize exhibitions and create training aids. Moreover, a national "Échanges et Patrimoine" (Exchange and Heritage) develops a theme and reports regional and local experiences.

Finally, the "Villes et Pays d'art et d'histoire" (Cities and Regions of Art and History) network is a network promoting exchanges, experiences and know-how, a permanent partnership with the Ministry of Culture and Communication (Regional Directorate of Culture and Directorate of architecture and heritage) allowing the verification of long-term actions.

The National Council of 'Villes et Pays d'art et d'histoire', created on May the 5th 1995, gives its opinion on the general policy of the network, on the commitment asked to the partners, application and withdrawal of the label as well as the actions led within the framework of the conventions. The National Council also reviews all questions from the minister of Culture and Communication in this field. Thus, the "Villes et Pays d'art et d'histoire" network is both rich of local identities and coherent through the unity of actions that guides it all over the territory.

4.2/ Competitiveness Group from the Province of Barcelona, Spain

The strategy of the Province of Barcelona, as far as tourism is concerned, is particularly interesting. Actually, the plan for tourism development of the territory in 2002 shows that the territory of the Province is **too vast and diversified to keep basing a strategy of development only on the tourism potential sun/beach**, i.e. an image contrasting with interior areas with an industrial and rural dominance, which practically do not benefit from the mass tourism of coastal areas. However, the 'agence de promotion touristique' (APT) (agency for the promotion of tourism) of the province – an autonomous organization of a commercial nature – aiming at structuring the tourism sector of this province - shows that the most isolated areas of the territory also have advantages, on a patrimonial and cultural point of view. Nevertheless, the bigger weak point of these areas is the **lack of coordination and dissemination of efforts** to win non local markets. Moreover, the small superficiality of these areas stop tourism actors to launch popular marketing actions. In order to deal with these disadvantages and to attract a profitable tourism, the 'APT' (agency for the promotion of tourism) trained **competitiveness groups** to gather actors. The organization of these competitiveness groups is split according to a thematic sector (conference, rural tourism, thermal tourism, etc.) including cultural heritage as a transversal resource. Consequently, those groups are structured towards programmes led by a director in order to promote the tender for tourism products and improve their quality and competitiveness. Some examples of these groups: *Barcelona Agroturisme Total* (BAT), with 95% of the associated establishments from the province; *Barcelona Termalisme Total* (BTT) for the promotion of 9 thermal establishments from the province ; *Barcelona Meeting Total* (BMT), bringing together an important group of companies and institutions, which are experienced and are sufficiently able to organize meetings, conferences, shows, etc., with a good acceptable offer and the value added of a varied tourist amenity based on cultural and natural heritage; *Barcelona Turisme Industrial* (BTI) aiming at promoting tourism in unstable industrial areas or thematic museums; *Barcelona Turisme Blau* (BTB), including activities related to inland water or maritime; and *Barcelona Camping Total* (BCT) that is in phase of creation.

So these tourism experiences promoted by the 'APT' (agency for the promotion of tourism) are products based on traditional festivals, celebrations, visits of cities, a part or all elements of heritage, gastronomy, etc., with an individual public coming with its own car and/or public transport. Obviously, the degree of specialization required by these products and, consequently, by the limited economic volume they can have (compared with the sun/beach tourism), the division and the heterogeneity of elements and services present in their development, do not allow a commercialization through traditional mechanisms. In this context, the agency for the promotion of tourism would rather work with small local businesses, which present their offer based on cultural and natural sites of the territory where they are located. These initiatives do not require a great volume of visitors so as to make profit, on the other hand, they are able to respond to an increasing demand from an individualized tourism.

In order to enable the commercialization of these products, the 'APT' (agency for the promotion of tourism) make publications available to all (catalogues, guides, brochures...) among which the 'Guide des Activités' (guide of activities) and a catalogue file for tourism products classified by a thematic index. This 'agence de promotion touristique' (agency for the promotion of tourism) offers also support services: training, participation in shows, Internet, databases, transmission through media. Most of these products have a direct or indirect link with cultural and natural heritage and last one or two days. The free "Guide des Activités" is massively delivered (insert in newspaper, shows, promotional announcement before road shows) with a biannual publication for the spring-summer and autumn-winter promotions (the catalogue and publications are available on Internet).

In fact, the 'agence de promotion touristique' is a kind of showcase to present the territory and its products.

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Part 4/ Case study

As we tempt to show it, culture and heritage are today fructuous factors of tourism development of rural and mountain territories. This 4th part of the study is designed to present the experiences led in different European mountain areas so as to exemplify concretely the collective initiatives as far as culture and tourism are concerned.

These experiences are analyzed through three main factors: **the context of the project** (the initial idea and conception of the initiative), **its organization** (implementation and activities undertaken by the main actors), and finally the **project report**, valued in terms of (quantitative and qualitative) results, impact on the image of the territory in which the project enters, and in accordance with its more or less long-term durability. Moreover, **practical information** concerning financing and the people in charge of each project are presented at the end of each study.

These initiatives were willfully chosen, among other things, **for their size on a “human scale” and for their in-depth inscription in a territory**: It is rather limited but concrete local experiences based on the will to enhance the existing potential on the territory. Nevertheless, in terms of analysis, the limited extent of each experience presented makes sometimes the evaluation difficult, in particular in terms of numerical results (economic impact, impact on local employment, etc.). On top of the fact that it is very difficult to isolate in the local economy the profit coming directly from an initiative, figures on the evolution of the local economy aren't always available. However, the success of each initiative can be estimated according to other factors: **the innovating nature of each project, the local population commitment, revitalization of rural life emanating from these measures, the activity and the visibility of the growing territory, or the durability of each initiative.**

The projects presented have all their specificities related to the territories where they act for or to their own territory. After reading this case study, one can draw some conclusions concerning the points to be taken into account for the conception of the project:

- **To base on the local capital**, in terms of people, culture and architecture, **in connection with the potential of outside visits** (e.g. the church network for which the success emanates, among other things, from the proximity with urban areas)
- **To renew the activities proposed**, so as to maintain the local population involved and to re-welcome foreign populations (e.g. the 'espace et temps de la neige' network of which the model is re-implemented to create other routes on different themes)
- **To research the financial independence**: most of the subventions available are investment subventions, not operating subventions. So the durability of an initiative will depend on the capacity of actors involved to transform the success of the initiative into favorable financial consequences (e.g. the 'Langhe and Roero romantic road' created as an association working thanks to, in part, joining subscriptions)
- **To plan adapted related services** (accommodation, access...) in order not to restrict the success of the project because of logistic issues (e.g. the tourism network of the center of Navarra where the lack of car parks and accommodation availability limits the possibilities to develop the initiative)

On top of these conclusions, our analysis can reveal innovative aspects for each initiative, and it can lead to reflections and successful experiences in other rural territories.

The table below sums up and describes the study case:

Region, Country	Project	The project description
Haut-Jura, France	The 'Espaces et temps de la neige' network	This initiative led by the 'parc naturel du Haut-Jura' (Haut-Jura natural park) endeavors to make visitors aware of the multidimensional nature of snow, enhancing through four public sites the know-how, practices and traditions related to snow, beyond the unique practice of alpine ski.
Marches, Italy	The Paolo Volponi itinerary park	This initiative following the model from Italy without any equivalent in Europe, the ' <i>Parchi letterari</i> ', is based on a strong relationship between the Italian writer Paolo Volponi with his native region. The 'Paolo Volponi' literary park offers the visitors to discover this region through places, sites, monuments and landscapes mentioned in the work of this famous writer.
Wales, United-Kingdom	The open church network	This initiative is aiming at increasing the churches visibility in this region of Wales, creating a network in order to more efficiently do their promotion towards tourists. The originality of this initiative is that it is 90% led by a network of local voluntary workers.
Aragon, Spain	The territorial museum from the pre-Pyrenees	The territorial museum creates infrastructures that are specific to museum and interpretation centers of heritage so as to enhance cultural resources of the territory, while proposing further tourist amenities that are more re-creative. Through the coordination of all these measures, the territorial museum is aiming at uniformly promoting tourism resources of the territory.
Piedmont, Italy	The Langhe and Roero romantic road	The 'Route romantique' (romantic road) is the first tourist route developed in Italy proposing an initiatory route through the discovery of the culture, the history and the landscapes of eleven towns/villages/places. At each stage, the visitor is invited to take an interest in a particular theme, characterizing the place.
Navarra, Spain	The tourism network of the center of Navarra	The tourism network of the center of Navarra has implemented an integrated strategy for tourism development so as to promote cultural tourism in the Navarrese region that is suffering from the comparison with the territory, which more traditionally attracts tourists compared to the rest of the Navarra. The network relies in particular on regional festivals and on its wine-growing tradition.
Dolomites, Italy	The Dolomites friulanes ecomuseum	The 'Lis Aganis' ecomuseum is the first ecomuseum in this Italian region. Thanks to diverse renovations and promotion, thanks to support from the population and local authorities, this initiative immensely improved the regional cultural offer.

1/The 'Espaces et temps de la neige' network of Jura, France



1/ Context of the project

The territory

The Haut-Jura is a mid-altitude French region provided with mountains and forests and benefits from a well-developed tourist industry in the field of winter sports, industrial and typical traditional traditions and a multitude of traditional know-hows in very precise geographical areas. However, despite its strong traditional experience, craft industry encounters many difficulties due to the age of craftsmen, the non-continuity throughout the generations and an old-fashioned image of this business among young people.

The project initial idea

The main objective of the project led by the Jura regional natural park has in fact two objectives:

- Re-enhancing the know-hows and traditions of the region thanks to an original and attractive approach
- Exploring all uses and cultural practices of an essential characteristic of Haut-Jura

Like this, this project of enhancing the themes of snow and winter consists in highlighting the various possibilities to perceive and practice winter sports in Haut-Jura, by encouraging - through routes where one discovers the know-hows - a tourism of quality related to the most characteristic socio-economic activities of the territory. This enables to diversify the potential public by targetting more than only the people interested in skiing.

The Haut-Jura Park has decided to settle a thematic network for sites open to the public related to common themes, in particular the one about snow. These sites have to enhance both local specificities and people thanks to whom those specificities exist. The purpose of the 'Espaces et temps de la neige' project is then cultural and it targets not only the residents of the nature park, but also foreign visitors. The objective of the project is to renew the notion of know-how by exploring all uses and cultural practices of a characteristic of the territory, i.e. snow in this case. On top of classical know-how, the project intends making people aware of other aspects of know-how, like sportive (cross-country skiing, ski-jump) or social know-hows (occupations of specific competences related to life in mountain areas).

The project conception

So as to reach its goals, the Haut-Jura park has decided to settle a thematic network for sites open to the public. These sites have to enhance both local specificities and people thanks to whom those specificities exist. On top of classical know-how, the project intends making people aware of other aspects of know-how, like sportive (cross-country skiing, ski-jump) or social know-hows (occupations of specific competences related to life in mountain areas).

In practical terms, this park carried out in 2001 a sociological study among local inhabitants based on aspects, which are according to them worth to be enhanced in the territory. At the same time, a request for proposal was carried out to identify sites 'of discovery', which are likely to make the public concerned. Following the survey, many businesses and sites were chosen to be part of the first 'Espaces et temps de la neige' network.

2/ Functioning and activities

This network operates on the basis of four sites open to public:

- The ski-jump stadium of Chaux-Neuve, in the Doubs region. It is an interpretation route, a travel in the world of ski-jump, presenting the practice of ski-jump and cross-country skiing, as well as the training of young people, as part of the local sportive culture.
- The ecomuseum 'maison Michaud', in the Chapelle-des-Bois. This museum is an ancient farm dated from 1683, mentioning rural life throughout the previous centuries through visits of all rooms of the farm and animations (such as the baking of sourdough bread in a wood kiln)
- The ski business 'Vandel', in le bois d'Amont. It is about a business showing the union between wood know-how and the use of high technology materials by the last manufacturer of cross-country skiing in France
- The cross-country skiing site in Tuffes in Prémaman, in Jura. It is about the nation center of cross-country skiing, to point out the 4 fiels of cross-country skiing and high level ski, by proposing a hiking discovery-course.

The activities undertaken

One of the objectives of the project was to enable sites, which were previously inadequate to welcome visitors, to be open to public. In 2004 and 2005, sites were therefore equipped as follow:

- The ski-jump stadium of Chaux-Neuve: 6 welcome signs and signaling panels on the site; 3 interpretation tables et 5 interpretation panels; 20 road signs; 6 photographic-texts exhibition panels; 20 supports for items and documents ; screening of 'Itinéraire d'un champion'
- The ecomuseum 'maison Michaud': scenography-exhibition 'Le Grand Hiver', showing the evolution of local artisan activities through snow: pictures, texts, audio guides (stories and texts from authors).
- The ski business 'Vandel': 3 panels, a 3.5 m-frieze
- The cross-country skiing site in Tuffes: 2 welcome signs and signaling panels, 5 interpretation tables.

Since 2005-2006, the network has been regularly involved in collective activities (discovery-route) and works independantly. So as to be able to do without public(national and community) funds, programmes and special events have been developped at the initiative of these sites.

Promotion activities

On the base of a graphic charter agreed between the parties, the publicity campaign and promotional supports have been carried out in the framework of an initiative of cultural tourism development. These promotional tools include a book on the topic 'snow' in which are mentionned all sites of the network. The concept of this book is to get the reader travel in the snowed-up landscape from Haut-Jura through four 'chapters', which each of them concerns one of the sites from the network.

The publicity campaign carried out in 2004-2005 informed about the organization of events (the day on which the sites are opened, promotional tours) and sent out information about the project to professional tourism organization (travel agencies, tourist offices, etc.). In this framework, posters and promotional aids (brochures) were produced.

Moreover, a CD 'Le Grand Hiver' has been produced and is in fact the result of the scenography exhibition 'Le Grand Hiver' located in the ecomuseum 'maison Michaud'. Through speeches from inhabitants of the Chapelle-des-Bois and characteristic sounds from winter, this CD mentions 'snow' in the Haut-Doubs region.

3/ Report

Résultats

In the short term, the most tangible results having a direct economic impact on the number of visitors per year in each sites:

- 2000 visitors in the ski-jump stadium of Chaux-Neuve
- 9000 visitors in the ecomuseum in the Chapelle-des-Bois
- 500 visitors in the ski business 'Vandel', in the Bois d'Amont
- 1500 visitors in the cross-country skiing site in Prémanon

Many partnerships came from the project, including one with a tourist agency ('Un autre séjour'), and another one with a ski resort ('Les Rousses').

Finally, other important results which could have a long-term impact on the economic, social and cultural development of the territory are:

- identification and development of the theme 'snow' in order to understand in a better way the territory, by creating a link between sport, tourism, economic, cultural and social activities in the field of snow
- creation of new opportunities for the local tourism industry (products, itineraries and documents)
- development of the theme 'snow' from a cultural point of view (thanks to conferences, books, etc.)

Impact on the territorial image/Innovation

Like many mid and low-altitude mountain chains, the snow and ski industry from Haut-Jura is in jeopardy, in particular because of the stagnation or even the diminution of the number of skiers and because of snowfall being more and more unpredictable. It was therefore necessary to diversify the tourist amenity. The whole project is based on the exploitation to the maximum of local and traditional know-how in a tourism and cultural perspective, aiming at enhancing, diversifying and widening the image of the region among the potential visitors and to make the local communities aware of the value of their heritage. All in all, the project intends to contribute to the development of alternative and diverse forms of tourism and to the feeling of belonging to an identity, in particular among young people, so as to revitalize the local economy.

The objective of the circuit is quite innovative since it gives a cultural, educational and tourism impact to sites, which were *a priori* created for other reasons. Moreover, the fact of integrating different project on one and only theme produces ideas and new dynamic: the project gives the opportunity to explore the contrasts between the sites, giving a diversified image of snow. Finally, the technologic material used on sites (sounds, films, etc.) gives a re-creative and original value to the project.

Durability

The Haut-Jura Park seems to be satisfied with the network, the number of visitors attracted and the change of the territorial image that such a project can bring in the longer term. As a proof, it wanted to implement the same measures as the ones, which made the success of the 'Espaces et temps de la neige' network to other themes (toys factory, woodturning) so as to extend and strengthen the network of traditional know-hows and discovery-sites of the local culture from Haut-Jura. The park has therefore begun to propose many other know-hows discovery-routes, in particular those related to wood- and enamel-working.

Consequently, the 'Histoire et paysages du tournage sur bois' (History and landscapes of woodturning) project will begin at the end of 2008, bounding two sites: the Know-how workshop in Ravilloles, which is an ancient fabric converted into a place to create (with permanent and temporary exhibitions), and the workshop of Barnard Willmann, in Moirans, who is a wood turner. This project based on wood-working relies on the same methods as the first one on snow: investigations, identification of needs in terms of tourism and cultural development, networking of sites, production of communication tools (books, exhibitions, posters), publicity campaign.

4/ Practical information

Main actor

The Haut-Jura natural park has organized and guaranteed a level of coherence between four sites being part of the project. It has defined the cultural and educational content, the promotional strategy and the communication tools of the network. The park advises the site individually – since the four sites can also act independently from each other – as far as financing is concerned. Consequently, two of the four sites have signed agreements with the local sports center for guided tours.

Official public dates of the project conception

Start date: 31/10/2003

Finish date: 01/12/2006

Contacts

Coordinator of the 'Parc naturel du Haut-Jura' network: Olivier Givre

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Budget of the project

Total budget: 156 000 euros sur 3 ans

Community funds: 64 735 euros

National public funds: 91 265 euros

Funding sources

The community funds were received in the framework of the Leader programme, whereas the Parc du Haut-Jura financed the rest of the project.

5/ Further information

www.parc-haut-jura.fr

http://www.una-leader.org/leader/article.php3?id_article=2579

Article published in the Leader+ Magazine (n°5-2006) on the 'Espaces et temps de la neige' network.

2/ The 'Paolo Volponi' literary park, Marches, Italy



1/ Context of the project

The project initial idea

This project is based on the very strong relationship between the Italian writer Paolo Volponi and this territory. In fact, the influence of this territory on Paolo Volponi's work is unquestionable, as he admitted it: in most of his books, one finds many descriptions and mentions of the atmosphere, landscapes and populations from the region. The project initial idea was therefore to make good use of the bond between the author and the territory to develop a cultural and tourist amenity of quality: i.e. to base the tourism development of the territory on the discovery of an important writer.

The project conception

So as to compete its project successfully, the LAG Montefeltro Leader, in cooperation with the LAG Flaminia Cesano, has decided to choose the model of the 'literary park'. The literary parks in Italy are legal and form a national network (see the network site www.parchileterari.com). So as to be part of the network, certain standards must be respected: aside from the fact that the bond between a park and a writer (or a work, a literary movement or period) has to be unquestionable, a literary park, so as to benefit from the label "parchi letterari" ('literary park'), promises to respect certain level of quality, in particular in terms of reception of tourists (the park promises to enhance the elements of its territory related to a work, to organize guided tours or events in relation with a writer, etc.). Like this, the label 'parchi letterari' is a kind of quality label, bringing a visibility and recognition to the parks belonging to the network. Moreover, the network that is well set up and has a website, is also an opportunity to exchange experiences and good practices with other parks on national level.

2/ Functioning and activities

Places, monuments and sites described by Paolo Volponi were insufficiently enhanced: most of the visitors going through the territory, even the readers of Paolo Volponi's work, ignored that such or such landscape or monument were mentioned in a book written by Paolo Volponi. The literary park tempts to enhance to the maximum natural resources (landscapes) and cultural territory. Culture and literature are the key elements of this measure: the discovery of landscapes, sites, monuments, traditions, products and the general atmosphere of the region is possible thanks to the Paolo Volponi's literary work.

The activities undertaken

The LAG undertaken the following actions so as to enhance the unique bond between the writer and the territory:

- Registration of the Park in the national literary parks network, training and recruiting of skilled staff to manage the park
- Creation of a documentation center about Paolo Volponi's work, including unpublished texts and manuscripts written by the writer, available on the spot
- Publication of a collection of texts written by Paolo Volponi especially on the region, provided with maps indicating landscapes and monuments mentioned in the author's work. This collection can also be used as a guide for a kind of literary route through the region
- Creation of a data base of photos about all « volponiens » spot of the territory, that can also be used to sustain the website or through the press service from the Park for the organization of events
- Organization of events, such as exhibitions, public readings, or plays referring to Paolo Volponi's work

So that visitors can discover the territory thanks to the Paolo Volponi's work, panels were placed on diverse monuments and roads mentioning the writer's work, with his quotations and contextual explanations. Finally, the park has just launched an initiative combining certain restaurant owners of the region to create a 'literary cuisine': visitors are invited to taste meals referred in Paolo Volponi's work, such as the '*Prosciutto aromatizzato del Montefeltro*', that is a typical dish from the region.

Promotion activities

In order to launch the creation of the Park, the LAG organized in November 2004 a seminar untitled 'la "planète de Volponi" ('Volponi's planet') , with the participation of journalists and writers, in order to promote the literary Park, besides the organization of a debate with specialists about the writer's life and work.

Moreover, more 'commercial' promotion activities have been led: creation of gadgets bearing the logo of the 'Paolo Volponi' literary park (key holders, watches, etc.), well documented website (www.parchileterari.com/volponi), publication of brochures, etc.

Finally, three main events give a visibility to the Park:

- The 'weekends with the author' (*week-end con l'autore*) are an initiative occurring many times a year. It is organized meetings similar to seminars where people – literary critics, teachers but also simple readers – can converse and compare their points of view during two days with an important personality from the literary world.
- 'Reading and writing working groups' (*Laboratori stabili di lettura e scrittura creativa*) are a kind of laboratory where literary personalities are invited to give a 'lecture' to the public.
- Finally, the "voyages sentimentaux" ('love trips'), i.e. events like street theater, are organized twice a year. Committed actors have to guide visitors through the most beautiful places evoking Paolo Volponi's work, and to "accompany" these visits with small plays or popular songs.

3/ Report

Results

Two results do the success of the 'Paolo Volponi' literary Park: on the one hand, the right to have the label and the registration of the park in the literary national parks' network brings a great visibility to the project, as the success of the website www.parchileterari.com proves it. On the other hand, even if the 'Paolo Volponi' literary Park doesn't have precise data concerning the number of visitors attracted following its creation, certain elements let think that the Park, and in particular events it organized, meet a distinct popular success: e.g. the next 'weekend with the author' organized for January 2009 is already full. According to the Park, the 'voyages sentimentaux' attract also a great number of visitors.

Impact on the territorial image/Innovation

The literary Park is an audacious and original initiative, since it proposes a new relation towards the territory, a different discovery of the region: culture and literature, thanks to Paolo Volponi's work, are enhanced and become the key elements to interpret places, sites, landscapes and local products. In fact, the Park doesn't only consist in discovering a place being a background for a literary work; it represents a new way to integrate and gather in one project, all artistic, cultural and natural expressions of the region, from handcraft know-how to gastronomy via landscapes or local perfumes. Consequently, the image of the territory can change, or at least becomes more complicated, by being based on the factor of cultural value, and not simply on economic factors.

In terms of innovation, though the "literary park" concept isn't new, the 'Paolo Volponi' literary Park is the first park created in the region. Maybe in a much more important way, literary parks are really innovative on European level; because if there are measures based on writers and works to promote a territory, there is no equivalent network of Italian literary parks in France. Moreover, the 'Paolo Volponi' literary park is more ambitious than many other 'literary' measures proposed in Europe, because it doesn't content itself with the fact of connecting a work to a tourism project, but it rather tries to make a work be a main and quasi exclusive interpretation element of a territory.

Durability

The main issue of the Park is to become an entity financially independent, without national, regional or community subvention. The literary parks' network specifies indeed that if parks can be initially created thanks to public financing, they are meant to free themselves from public financing. Nevertheless, many signs let think that the 'Paolo Volponi' literary park will be eventually able to reach this objective.

The visibility gained thanks to the 'literary park' label and the visitors inflow that followed allow the Paolo Volponi park to plan or organize paying events, in particular the 'weekends with the author', that cost a lot to organize. Moreover, the Park created a coalition between the local tourism network and the 'Urbino e Montefeltro' tour operator, who inserts the Park in local tourism tours. Finally, the Park is thinking of extending its partnership, in particular with hotels, so as to create real tourism 'packages', including accommodation and guided tours.

4/ Practical information

Main actor

The LAG Montefeltro, in cooperation with the Flaminia Cesano LAG.

Official public dates of the project conception

Start date: 01/07/2004

Finish date: 31/12/2007

Contacts

LAG coordinator: Carlotta Panico

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Budget of the project

Total budget: 220 290 euro over 3 years

Community funds: 110 145 euro

National public funds: 110 145 euro

Funding sources

The financing of the project was 100% public, obtained thanks to EU (50% of funds came from the LEADER programme), and thanks to the Marches region (50% of the remaining funds). Since the end of LEADER financings, the literary park seeks to become financially independent.

5/ Further information

www.parchilletterari.com/volponi

3/ The Open Church Network, Wales, United-Kingdom



1/ Context of the project

The territory

The territory of Northern Marches Cymru LAG stretches itself around the city of Wrexham, northeast Wales. This rural territory includes many villages; some of them are types of “residential suburb” for people working in Wrexham.

The project initial idea

The territory of Northern Marches Cymru LAG (NMC) brings together more than a dozen of beautiful medieval churches, which can pride themselves on having a rich historical and cultural heritage. Many of these churches have common architectural, religious or cultural characteristics (stained glass windows, altars, bells, etc.). However, before the project was launched, those churches, which are for most of them at the center of the social and religious life of their community, remained isolated from each other, thereby no-one, almost, came from “outside” to visit them. The NMC LAG has decided therefore to create the *Open Church Network* to promote the set of churches abroad and to improve the tourist reception.

The project conception

The objective of the project is not purely economic but is above all cultural: its goal is to enable visitors to discover in the best way churches, that were completely forgotten because of their limited geographic situation, the general decline of religious practices and because of the lack of means and/or strength of will. So as to enhance those churches, the NMC LAG has decided to create a network to promote them at best. In fact, the lack of interest for the LAG territory - a rural and mountain area in north Wales - is even less understandable as it is located near the cities of Wrexham and Chester – two very popular cities among the British. However, only a tiny proportion of them leaves those towns, given the very weak proportion of tourists in inland territories. The promotion of the *Open Church Network* was a good way to encourage tourists to visit remote North Wales territories.

2/ Functioning and activities

So as to reach its goals, the NMC LAG is based on one concept: the network has to be essentially led by the local population. This was necessary not only given the limited means from the LAG, but also because this was important that the local population, and in particular young people, re-discovers their heritage. In other words, the civic pride and the group mind made the LAG action. With this end, the LAG relies voluntarily on a network of local voluntary workers, in charge of: reception of tourists, guided visits to churches, organization of events, trainings to improve their knowledge, etc.

The activities undertaken

- Thanks to the voluntary workers, churches can from now on open their door to tourists everyday, all day long
- 6 'discovery routes' cover the LAG territory, linking churches to each other. So as to guide visitors, road signs with the '*Open Church Network*' logo have been built.
- Welcome, explanation and interpretation signs have been set up in churches to make visitors understand the history of each church.
- A colored brochure - available for free at the tourist offices from Wales and Wrexham and on Internet – was created to illustrate each 'discovery route', to inform visitors about churches' history and architecture, to give all useful information (open hours, means of access, contacts, churches facilities, etc.) as well as other further information concerning the network's additional entertainments (walks, landscapes, etc.)
- A detailed website was created (www.openchurchnetwork.co.uk), which is – more than promoting the network with illustrative texts about the region and about each church – proposing activities relating to games, such as a quiz game for children.

Promotion activities

- Contact-establishing with tour operators and tourist offices from the cities of Wrexham and Chester located nearby, so as to promote the network beside many British tourists visiting these cities
- Promotion of the network in local newspapers
- Creation of a singular logo 'Open Church Network' to better identify and promote the network on the tourism market
- Creation of souvenirs (postcards and key holders) to be designed to be sold, are available in each church
- Organization of paying social events (classical music concerts)
- Creation of a monthly newsletter, available online
- Organization of a conference about the LEADER programme in 2005 in one of the churches

3/ Report

Results

Between 2004 – the project creation date – and 2007, churches showed an increase of 62,5% in the number of visitors, from 12 500 to 20 000 visitors, making churches' incomes increasing (tourists giving often a small financial contribution during the visits). The incomes resulting from organized events (which cost £1, i.e. about €1,5), thanks to sales of souvenirs or donations from visitors, gave the opportunity to finance churches, in particular so as to start renovation work. Moreover, the networking of churches enabled them to save a lot of money – e.g. by purchasing together, rather than separately, new benches, while taking advantages from "good practices" from each church.

In addition to that, the network is now registered in the 'festival des Arts' programme (Arts festival) from the borough, in the European Day of Heritage, in the tourist office from Wales and from Wrexham. Local service operators (restaurants, bed & breakfasts) have begun to benefit from the increasing number of visitors in the region.

It is however important to note that these satisfying results are, for most of them, the effect of the nearness of the network with the tourist towns of Wrexham and Chester. The network largely bets on the rural "lengthening" of a stay in those towns. The network might not be a success as it is if it had been totally cut off from important tourist towns.

Impact on the territorial image/Innovation

The *Open Church Network's* ambition was above all to make local populations aware of the richness and their heritage and not to abandon churches. However, if in fact churches were separated from each other, they had enough in common to give a coherence to the network: same period of construction, etc. All in all, the network had only highlighted an heritage and an identity shared between those churches, it wasn't aimed at changing the image of the territory. Moreover, the *Open Church Network* doesn't present itself as a 'lengthening' of stays in Wrexham and Chester, it isn't planning to make its territory a rival from its two cities: so it is not strictly speaking a project of territorial development, but rather a sectoral development.

As far as innovation is concerned, the originality of the network is the role played by voluntary workers in the management and support given to the network. Except for some occasional activities (the creation of the website and renovation works), the network was and continues to be daily managed by voluntary workers.

Durability

The increase of tourism flow from the network's creation is largely sufficient to its profitability, especially since investments which are necessary for the procedure of the project have been very limited, allowing that the network is managed by voluntary workers.

However, please note that due to the lack of ambitions of the churches' network as far as territorial development is concerned, economic rewards for the region will be positive but limited: moreover, the 'Open Church Network' is not planning to extend the network to insert other sectors of activity such as restaurants or bed & breakfasts from the region.

4/ Practical information

Main actor

The project was created and implemented by the Norther Marches Cymru local action group (LAG), bringing together different local public and private actors, in the sectors of the economic development. It is managed by a network of voluntary workers.

Official public dates of the project conception

Start date: 01/07/2004

Finish date: 31/12/2007

Contacts

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www.openchurchnetwork.co.uk

Budget of the project

Total budget: 228 559 euro over 3 years

Community funds: 194 276 euro

National public funds: 34 283 euros

Funding sources

A part of the financings have been provided by the EU within the framework of the Leader programme, and the other part is coming from Wrexham county borough council.

5/ Further information

www.openchurchnetwork.co.uk

4/ The territorial museum from the pre-Pyrenees (Territorio Museo del Prepirineo), Saragosse and Huesca provinces, Spain



1/ Context of the project

The territory

The 20 local authorities of Saragosse and Huesca, where the pre-Pyrenees ecomuseum is located, create a rural territory which suffered a lot from emigration and the lack of its strategic value, since its rural economy, almost a subsistence economy, has nearly disappeared, with nothing to replace it.

The project initial idea

Although the very strong dependence towards agriculture, the lack of social services and, more generally, the separation of the social and profitable fabric (in particular due to the departure of the young people to urban areas) are the most distinct fragilities of the region, which also enjoys great advantages, starting with its heritage in a broad sense: history, art, traditions, gastronomy, nature and ethnic heritage. The idea of the project is therefore to unify all these heritage elements within a similar coherent and structured initiative, so as to promote the territory among tourists. In other words, the goal of the project is to transform a static element as the cultural heritage into a dynamic element contributing to a regional development.

The project conception

In 1994, a public consultation with all local actors shows that more than 85% of the respondents, among whom there are farmers, craftsman, tourism professionals, thinks that the local heritage is "insufficiently enhanced". It's in particular because of the bad level of communications, infrastructures, businesses and services from the region. The tourism infrastructures, in particular, were totally insufficient compared to the historical, artistic and cultural potential of the territory. In order to come up to the local expectations in favor of the heritage enhancement, the idea of an ecomuseum is accepted. The CIDER technical team is in charge of the implementation.

2/ Functioning and activities

The territorial museum must create facilities corresponding to museums and interpretation of heritage, enhancing the current heritage resources that were until now not much developed and often ruined, whilst proposing further tourist amenities. The territorial museum's actions are as follows: to plan professionally heritage management, organize the offer, interpret, give coherence to the local heritage so as it goes from isolated and static elements to a rational global offer as a cultural product; and at the same time, to organize the mundanely tourist amenity all over the territory: in areas such as gastronomy, local products, mycology or adventure sports. The territorial museum, by coordinating all these measures, creates a way to uniformly promote the large tourist amenity of the area.

The activities undertaken

- Creation of the 'Interpretation Center of Religious Art' of Prepirineo' in Uncastillo (Saragosse), of the 'Santiago Ramon y Cajal interpretation center and its period' in Ayerbe (Huesca), and of the 'Fernando el Catolico interpretation center and its period' in Sos del Rey Catolico (Saragosse).
- Diverse rehabilitation work of gothic altars and medieval churches
- Collaboration with scientists and experts to make the territory heritage more understandable beside the local population and tourists
- Rehabilitation and enhancement of heritage buildings (traffic sign, construction and painting work)
- Recruitment of skilled guides to guide visitors through thematic tour routes ('the Prepirineo memory route', etc.)
- Contact establishing with 70 % from establishments are intended, at least partially, for tourism in the region (hotels, restaurants and car or bicycle hire shops) to increase the tourist amenity provided by the ecomuseum and make diverse economic actors from the region benefit from it.

Promotion activities

- Organized events: around themes such as gastronomy, environment, protection of the heritage (www.territoriomuseo.es)
- « Foires pour les alternatives rurales » ('fairs for rural alternative'), organized in Saragosse in 2005 and 2006, bringing together other initiatives, in particular the Leader programme, as « Pays cathare » or « West Cork »
- Organization of festivals and concerts over the territory of the ecomuseum
- Registration of the ecomuseum beside the tourist office of Aragon

3/ Report

Results

In terms of visitors traffic, the quantitative results can be just an approximate calculation, because it is impossible to know exactly the number of visitors coming to the ecomuseum's territory thanks to its action. However, visits of interpretation centres and tourist events (festivals and concerts) organized by the ecomuseum are a great success: about 20 000 people may have participated to one or the other initiatives in 2007.⁴⁸ Furthermore, local products, restaurants, hotels, bed & breakfast and rural holiday accommodations were able to benefit from the promotion of the region led by the ecomuseum; for some of them, they could even directly benefit from itineraries organized by the ecomuseum, enhancing some products and native establishments.

In a more concrete way, the management and the functioning of the ecomuseum are a necessity, in particular to organize the activities proposed (fairs, festivals, etc.), the full-time employment of 6 people. The ecomuseum also occasionally hires 5 professional guides for visits.

Finally, in order to enable the local population to appropriate the project and to contribute even further to the motivation of the local economic life, the ecomuseum implemented in 2007

⁴⁸ Figures given by the information service of the ecomuseum

monthly workinggroup for a 'creative management of heritage', where professionals of tourism step in beside local population, and in particular beside young people, so that they develop a taste to their heritage and to inform them about job opportunities that this way offers.

Symbolically, the ecomuseum's success was confirmed by the visit of the Prince of Asturias, crown prince of the Crown of Spain, who set on highlighting the ecomuseum success in 2007.

Impact on a territorial image/Innovation

According to the Spanish daily newspaper ABC, "the mark of the *Territorio Museo del Prepirineo* became in a few months one of the most interesting actions developed in Aragon". In fact, it is now possible to talk about a 'brand', since the ecomuseum has transformed the territory into a real integrated tourism product, combining historical (heritage) and natural advantages (landscapes) with a varied (guided tours and hiking) and complementary offer (accommodations, local restaurants).

Even if the decline of the region didn't obviously stop the advance thanks to the ecomuseum, it shows to the local population and tourists that it is possible to revitalize the territory bu relying on advantages. The organization of events (festivals of antique music for instance) was approved by the local press, and consequently promoted the territory.

On a regional level, the creation of an ecomuseum is totally new, since there was no initiative combining local heritage and economic activity or tourist amenity. Since then, the ecomuseum is taken as a model by diverse organizations, who are tempting to capitalize on their own cultural heritage.

Finally, it's an innovative project insofar as it is not only a good example of management and enhancement of heritage, but it is also and especially a example of integration of heritage in the regional development, economic activity and wealth creation. For instance, the project is more than renovating monuments and recruiting guides, it also takes part in improving the tourist amenity enhancement by promoting restaurants, products and local accommodations. In other words, tourism attractiveness of the territory - and not simply the heritage enhancement - is at the heart of the project.

Durability

Having an European support (in particular the Leader programme), the ecomuseum is today financially independent thanks to CIDER, and in particular thanks to funds from rural associations and cooperatives: a further argument showing that social partners are clearly aware of the positive impact of the ecomuseum, in terms of image and financial profitability for the territory.

However, the CIDER technical team asked to the provinces from Saragosse and Huesca and to the twenty municipalities not to reduce their financial contribution, as they promised. In fact, in spite of the fact that the implementation of the ecomuseum was a success in people views, there are still things to develop:

- As far as promotion is concerned, the use of new technologies isn't enough used. For instance, the ecomuseum's website is unilingual and it almost gives none practical information concerning the museums opening hours, the possibility of organized visits, or just about the territory, it just gives phone numbers or emails. Furthermore, the ecomuseum didn't make any effort to promote for itself, via promotional brochures, newsletters or mailing.

- Consequence of the issue mentioned above: the tourist attendance has probably not reach its full potential. It is particularly true for the 'foreign tourism': almost none information is worthy in another language than in Spanish on the website.

To sum it up, the current tourist attendance is sufficient to ensure a profitability to the project, the the profitability could significantly improve if the improvements mentioned above were corrected carried out.

4/ Pratical information

Main actor

The main project initiator and creator is the Centre of innovation and rural economy development from occidental pre-Pyrenees (the *CIDER Prepirineo* in Spanish), composed of 48 partners: 20 municipalities from Saragosse and Huesca making the ecomuseum's territory, two associations, four agricultural cooperatives, twenty (socialcultural and tourism), the province from Saragossa and the province from Huesca. The technical team in charge of the implementation and management of the project is a team of 6 people, whose coordinator is Julio Conde.

Official public dates of the project conception

Start date: 01/10/2004

Finish date: 01/10/2008

Contacts

The ecomuseum coordinator: Julio Conde

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www.territoriomuseo.es

Budget of the projet

Regional and local public funds: 436 100 euro over 4 years

Community funds: 287 570 euro

Private funds: 148 530 euro

Funding sources

The financements are raised by all private and public partners composing the CIDER, in addition to the UE's support (the project benefited from the support of the LEADER II then LEADER+ programmes, as well as community funds, in consequence of its membership of the European network of ecomuseums *Terra Incognita*).

5/ Further information

www.territoriomuseo.net

Analysis of the case in "Modes de gestion des sites culturels en Europe", Odit-France file, in 2007.

Database of the Leader "bonnes pratiques ", European commission, in 2007

5/ The Langhe and Roero romantic road, Piedmont, Italy

*Strada Romantica
delle Langhe e del Roero*



1/ Context of the project

The project initial idea

The project is based on the idea to enhance and promote at the most the advantages of the territory: its culture, its history and its landscapes. The project aims to increase the number of tourists on the territory, in particular by extending the mean length of stay, by inviting visitors to discover the beauty of landscapes and the local culture, and not only the local gastronomy, as it is often the case.

The project conception

The “Langhe and Roero romantic road” project was developed within the framework of the measure 2 of the LAG local action plan, entitled “integrated enhancement of the environmental, cultural and local heritage”, and in particular of the action 3.4, “Actions aiming at an integrated and durable tourist amenity of local resources”.

The project was implemented through three steps:

- The elaboration of an integrated tourism development project
- The promotion of the project to encourage the interest of local actors
- The creation of products and tourist facilities

2/ Functioning and activities

In concrete terms, the project is a tour over one hundred kilometres of roads consisting in eleven cities/villages/places. At each stage, visitors are invited to stop at a particularly beautiful place, evocating the local cultural heritage (it can be a landscape or a castle).

Each stage is characterised by a particular theme, making a sort of an access door to the cultural heritage: for instance, in Veza d’Alba, truffles and local products as a general rule, are honoured; in Treiso, it’s the Fenoglio hills as fief of the antifascist resistance during the war; in Nieve, it’s the wine-growing production, etc.

Like this, each theme allows a different “interpretation of the territory”. It is possible to know everything about those themes and places, because at each stage, there is a “viewpoint”, where

there are notice boards explaining the history of a place, recounting the landscapes characteristics, legends, local traditions, etc.

Furthermore, it is possible to visit agricultural farms, to trek and to do cycle touring, to taste high quality products thanks to promotion and information measures (signs, guides, brochures, flyers). It is also possible to use diverse tourist facilities proposed in the area: renting of audio-guides, bicycles hire, lodging and catering services, etc.

The activities undertaken

The main activities undertaken are:

- A feasibility study concerning the territory's capacity to define a tourism development policy;
- A contact-establishing, then a selection process with eleven local municipalities of the itinerary to choose the sites and "viewpoints";
- The physical creation of the itinerary (i.e. eleven tours provided with signs and lighting, etc.);
- The communication and promotion about the project (via DVD, guides, etc.);
- The involvement in the organization of events.

Furthermore, two journeys on the spot have been organized: one in Tuscan to meet the people in charge of the Agency for the promotion of tourism in Sienna, who is well-experienced in the field of tourism based on landscapes; the other in Burgundy to see how this region has preserved its territorial heritage whilst growing.

Finally, for the creation of the "Langhe and Roero romantic road" association, the managers of another mountain community from the regions close to Liguria were consulted for advice in order to learn from their experience in the creation of a similar association managing the "colours and perfumes" itinerary.

3/ Report

Results

The 11 municipalities, each one offering a stage from the romantic road, benefit from the project insofar as information signs, located in each "viewpoint", advise tourists concerning accommodations, restaurants, etc., of each local authority, as well as tourist amenities possibilities.

Moreover, the local activity sectors have been closely related to the project: for instance, many restaurant owners of each local authority propose "typical" menus to the tourists coming from the road; similarly, farmers can sell their products (wine, cheese in particular) to the visitors more easily by establishing stands at "viewpoints".

The romantic road shows the union between many activities sectors, integrating in one and unique project many factors making the territory specificity: local products (in particular through wine promotion and participation of many producers), landscapes and local culture.

Impact on the territorial image/Innovation

The romantic road draws its inspiration from some European itineraries, and in particular the *Romantische Strasse* in Germany. Nevertheless, Italy had never had such itineraries. For the Langhe and Roero regions, the romantic road radically changes the traditional image attached to the territory, that is the one of an agricultural and wine-growing land. This Road enables foreign visitors to discover other aspects of the region, beyond gastronomy, in particular thanks to themes developed at each stage. So the romantic Road is an innovative project for the tourism enhancement of the territory and of its cultural heritage.

Durability

In the prospect of a long-term management, the romantic Road will be financially durable thanks to increased tourism emanating from this project. In fact, the project has already contributed to stimulate the local tourism sector, creating concrete economic benefits. After the inauguration of the romantic Road in 2006, the "romantic road association", bringing together 11 municipalities involved in this project, was trained to make this project durable.

The principal aim of this non-profit association is to promote and manage the romantic Road, in close cooperation with the tourist organization "Alba Bra Langhe Roero" for the tourism promotion. The principal aim of the association is to promote the romantic Road in Italy and abroad, by organizing for instance cultural and artistic events in each municipality taking part in the itinerary. Like this, the "Alba music festival" initiative organized in July and August 2007 was a great success, in terms of quality and profitability.

An important participation of economic actors, associations and tourist enterprises in the association's life enable us to think that the administrative expenditure will be soon entirely covered (by 2009-2010) via membership fees to the association. So the association gains an independent life, allowing it no to depend on public funds and to be able to grow as a bigger enterprise: contacts with tour-operators to propose tourist "packages" are currently made.

4/ Pratical information

Main actor

The Langhe Roero LAG is made up of the Alta Langa upland authority association, of private partners (cultural associations), and of 54 towns from Langhe and Roero taking part in the initiative.

Official public dates of the project conception

Start date: 01/10/2002

Finish date: 31/10/2008

Contacts

LAG coordinator: Giuseppina Casucci

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Budget of the projet

Total budget: 965 000 382 600 euro
Community funds: 102 900 euro
National public funds (The Piedmont province and towns): 102 900 euro
Private funds: 176 800 euro

Funding sources

Aside from financings coming from the UE and the Piedmont province, the project was supported by the Alba Bra Langhe Roero tourist organization.

5/ Further information

<http://www.stradaromantica.it/>

<http://www.langheroeroleader.it/>

LEADER+ Magazine (2007, n° 2)

6/ The tourism network from the center of Navarra, Spain



1/ Context of the project

The territory

The center of Navarre enjoys a rich cultural heritage (in particular historical buildings), and therefore a great cultural tourism force. It is well located between the Pyrenees and Ribera; a region that is famous for its wine production. The region is principally a rural area, where agriculture plays an important part, although the tertiary sector, thanks to tourism, is currently the most dynamic one.

Despite its rich heritage, the territory is characterized by its population, who is declining because of emigration, whereas the effects of the ageing of the population have appeared over the last years. It is therefore essential that the territory knows how to retain its population, or even manages to attract new inhabitants.

The project initial idea

The founding idea of the tourism Association from the center of Navarre is that one of the biggest force of degeneration and dynamism from the region is the cultural tourism. With this end, the territory has strengths (traditions, gastronomy, etc.) but also weaknesses: the seasonal nature of tourist demand (causing the instability of employments related to this sector), the lack of professional training in the field of tourism and the lack of tour operators... And above all, the county (*Comarca* in Spanish, i.e. a group of municipalities, and in this case 25 of them) from the centre of Navarre suffers from the lack of visibility because of, on the one hand, the comparison with the rest of the Navarrese region, that seems to be more attractive, and on the other hand, because of the tourism activities diversity, which make the tourist amenity imperceptible that the center of Navarre has to propose. The founding idea of the network is therefore to coordinate all activities that are likely to attract visitors and to promote this new activities network, in particular via further tourist amenities, such as accommodation, transport, etc.

The project conception

The tourism Association from the center of Navarra aims at protecting traditional factors and popular festivals for each municipality from the centre of Navarre and to use them to give to this county the same tourism potential than in the rest of the Navarrese region. To do so, the LAG had to get rid of the most important weaknesses of the territory as far as tourism is concerned:

- The lack of professionalization of most of the tourism actors from the region, that is harmful to the management and promotion of tourism activities
- the diversification of the tourist amenity, making it imperceptible for foreign visitors
- the lack of identification of the center of Navarra with a strong image: the territory is largely considered as a "transition zone", a crossing point more than a full territory

To sum it up, there was lack of strategy of tourism development for the county from the center of Navarra.

The participation of local actors was essential to the project success. The tourism Association from the center of Navarra has therefore brought together all actors (festivals' organizers, the people in charge of the culture of tourism and tourism in each of all municipalities) to improve the tourist amenity and quality in the territory in order to attract more people.

The network's activities such as fairs or work groups are highly participative, and couldn't take place without the population's contribution. The guiding idea of the project is that each group from local authorities takes part in the conception and implementation of each activity of the project.

2/ Functioning and activities

After the agreement of festivals and fairs' organizers from the region, as well as the one coming from the county local authorities, the LAG implemented "activities programme" from May to October. This programme presents all cultural events taking place in the region during this period, and gives practical information to the visitors concerning dates, access plans, accommodation ...

The programme insists in particular on the originality of the activities, which are developed around the themes strongly related to the localities who are creating them: for instance, the "Olive medieval festivals", "Meetings with the history of Artajona" or "Larraga, the land of wild cows"

The partnership approach is already very strong within the network, whereas in each municipality, the different activities of the network are coordinated by the most relevant local actors (in some instances, they are local public authorities, in other instances they are cultural, social and commercial associations). In each municipality, intensive contacts have been established with the local population so that each activity of the network receives an enormous amount of participations from the public.

The activities undertaken

The activities of the tourism Association from the center of Navarra were first, the organization of cultural events in a coherent networking having a common identity, and second, the promotion of the network abroad:

- The quality increase in the organization of events, appealing tourism managers and professionals

- To strengthen the network's image thanks to the recording of a promotional CD, the creation of a logo and the conception of the "programme of events"
- The creation of a high-quality website (www.navarrazonamedia.com) proposing the "calendar of events", information about the region, about the history of each village, and also offering practical information about accommodations, etc.
- In the field, the improvement of the logistical organization of festivals: reception of tourists via voluntary workers, specification, improvement of the technical material ...

So as to promote this network, the tourism Association from the center of Navarra implemented a very active campaign of direct mailing advertising (brochures, posters, announcements in the local press, etc.) in tourist offices, town halls and cultural centers.

In parallel with the creation of the network, the tourism Association from the center of Navarre launched (and did the promotion for each festival) a "Route des vins de Navarre" ('Wine route in Navarra'), having a very detailed website (www.rutadelvinodenavarra.com) and proposing visits in caves of many municipalities. Consequently, the Wine route perfectly completes the offer of events coordinated by this tourism Association.

3/ Report

Results

The main concrete result is the creation of an activities programme in the center from Navarra, strongly contributing to reinforce the tourism potential of the county and to bring it to the level of the rest of the Navarra. In fact, the tourism Association from the center of Navarra, by bringing together tourism events from 25 municipalities, could become the unique interlocutor of regional institutions and tourist agencies (in particular from Federation of associations and tourist organizations from Navarre), getting therefore rid of the negative diversity of the tourist amenity that was formerly present in the center of Navarra.

The association has never reported the number of tourists that the network's promotion brought to the territory. However, the initiative success can be measured by the very distinct intensification from the calendar of the "events programme": the number and the frequency of festivals and fairs have been multiplied threefold within five years, showing that they work well beside the public.

Impact on the territorial image/Innovation

One of the project's objectives is therefore to take part in the renovation of the center of Navarra, to present this territory under another day, to give it a stronger identity. In this context, the project decided to create a tourism "product" relying on the key advantages of the region, i.e. its cultural heritage. The change of the heritage and the territory for a regional identity thanks to the massive circulation of information concerning the region only worked the first time, the center of Navarra appeared as a territory differing from the other Navarrese territories, with an own personality, and is identified by its cultural tourism.

Festivals organized by municipalities insist a lot on the local cultural specificities, on traditions, and strongly involve the local population. Moreover, the "Wine route", which is trying to link all tourism products relating to gastronomy under the general theme of wine, contributing to

maintain the region's identity, enhancing local products. Whereas the center for Navarra has been long associated with the aridity of its climate, a sort of "no man's land", the project contributes to transform the region into a territory, enjoying strong cultural traditions, in a place where life is pleasant.

Durability

The fact they received a community support within the LEADER programme, the project durability is guaranteed thanks to the support from the regional government of Navarra and the municipalities being partners, who assured the tourism Association from the center of Navarra that they will continue to finance the project as far as it will be necessary, recognizing the positive impact of this initiative on the territory's image. However, many problems stop the network to have a greater financial profitability:

- The lack of private finance. It is exactly the issue that the tourism Association from the center of Navarra meets. It would not only be important to gain more money and therefore to give a better visibility to the network, but also to break with the culture of subventions which was long related to the territory, showing that an ambitious project can independently work with the public help.
- The lack of more ambitious tourism infrastructure. The sensitive increase of the tourism flow highlighted the defects in this domain: for instance, there is a lack of parking spaces in some municipalities, causing congestion problems when tourists flood into those places during the period of festivals.

Generally speaking, the tourism Association from the center of Navarra has today to choose between managing the network it created with public finance, without developing it (but with limited impacts), or trying to transform the network into a mean of regional development, by taking necessarily measures: demand of an increase of public financings, research of private partners, construction of infrastructures, a larger promotion ...

4/ Pratical information

Main actor

The tourism Association from the center of Navarra (*Asociación Turística de la Zona Media de Navarra*, or ATZM) is composed of 25 municipalities from the center of Navarra, of diverse cultural, religious, entrepreneurial, rural and tourism associations, of chambers of commerce.

Official public dates of the project conception

Start date: 01/01/2003

Finish date: 01/01/2005

Contacts

The ATZM coordinator: Cristina Bayona

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Budget of the project

Total budget: 1 333 000 over 2 years
Regional and local public funds: 54 000 euro
Community funds: 1 212 000 euro
Private funds: 67 000 euro

Funding sources

The financements were gained thanks to the regional government of Navarra, the 25 municipalities making the network, the EU (LEADER programme) and cultural and tourism associations.

5/ Further information

<http://www.navarrazonamedia.com/>

***7/ The Dolomites friulanes ecomuseum « Lis Aganis »
(Ecomuseo delle Dolomiti Friulane Lis Aganis), Frioul-
Vénétie-Julienne, Italy***



1/ Context of the project

The project initial idea

The Leader+ zone corresponding to the mountain community from West Frioul is characterized by a very rich heritage, both in terms of "minor" cultural resources or local resources (cultural associations, experts, cultural businesses), but this heritage was not used to its maximum potential. It was clearly necessary to elaborate a project including the territory's entirety, which was able to coordinate and to enhance all existing cultural resources.

The project conception

There four objectives of the project elaborated by the LAG Montagna Leader:

- To carry out a project for the whole territory to enhance existing cultural resources, by networking museums, environmental institutes, laboratories from the Dolomites national park, handicrafts, in order to develop ecotourism
- To make the local population be involved, and in particular young people, so that they go back to the local culture and environment
- To create a kind of "school of historical awareness" to protect men memory who made this territory
- To promote new forms of entrepreneurship, which echo the environmental and cultural dimension of the territory

2/ Functioning and activities

The activities undertaken

After a feasibility study carried out by external experts, the project was concretely implemented through four initiatives:

- The improvement and equipment of the ecomuseum, in particular with digital and multimedia material
- The creation of three educational networks developed by children from primary school
- The support for the management of the ecomuseum's network and the development of cultural activities
- The preparation and implementation of events related to the ecomuseum's cultural themes, such as seminars, conferences, educational laboratories, traineeships, etc.

Each of these measures was implemented following a call for project proposals duly promoted thanks to an intense information campaign towards authorities and local associations. This information campaign was particularly useful to explain to people who wanted it, what an ecomuseum could be, and to think with them about common objectives. At the same time, the LAG asked for an external evaluation to contribute to the technical and scientific implementation of the coming museum, as well as its management, organization and promotion.

3/ Report

Results

In terms of tangible and concrete results, local buildings and infrastructures were enhanced, digital equipments were acquired, a logo was chosen to improve the territory's visibility, and means of communication were developed: creation of a website, brochures, etc. What is less visible but probably still of the highest importance, is the change in relations between the local stakeholders:

- Connections between members of the association, and in particular between public and private partners.
- The local schools are from now on forming a part of the system implemented around the ecomuseum
- The local partners who played the role of the main candidates in five calls for project proposals gained a better sense of responsibility and a better qualification, in particular in terms of communication with the local authorities

The ecomuseum has therefore played a unifier role and improved the social bond of the territory. It also developed new cultural events on the territory (exhibitions, musical and theatrical evenings organized in many localities), and organized two important conferences with the LAG on a regional level.

More significantly, on a politic point of view, for the ecomuseum's future: following this experience and being guided by a regional law passed in June 2006, used for bringing an official recognition and a financial support to the ecomuseums from the region.

Impact on the territorial image/Innovation

The concept of the ecomuseum is not an innovative concept, but for the region, it is completely new – judging by the time and involvement necessary for explaining the project concept to the local population.

The other innovative aspect of the project is that the great enhancement of the cultural offer, emanating from the project, is above all intended to the local population, with a particular consideration beside the future generations. In fact, it is aimed at increasing knowledge and comprehension of the territory's cultural heritage among the local population, to make it a key element of the local sustainable development. The ecomuseum is currently considered as a process of sustainable development, a discussion and meeting place, not only for the cultural resources, but also for landscapes, environment or local know-how.

Durability

The ecomuseum is today a unique project composed of sixteen towns, an upland authority association, a cooperative, an association of local tourism information centers, and fifteen non-profit organizations, making all together the "Lis Aganis" association, the Dolomites ecomuseum. This association has the opportunity to make decisions and to implement a cultural policy for the territory.

The regional law passed thanks to the ecomuseum's experience is today essential to ensure a regular contribution to the "Lis Aganis" association, on top of its own resources. But the partners of the association are well aware that they can't depend entirely on the public support, and that they have to start charging fees (entry fee, tourism package, publications, gadgets, etc.). However, it will be done in the medium term.

However, the more urgent problem to resolve for the ecomuseum is its lack of visibility: the association admits that it needs to continue to promote the ecomuseum, not only on a regional level but also on a national one. It is the only condition to make the project lasts.

4/ Practical information

Main actor

The Leader Montagna LAG brings together a great number of towns, cultural associations, institutes and private businesses acting on the territory. Since 2006, the "Lis Aganis" association has taken over and is currently daily managing the ecomuseum.

Official public dates of the project conception

Start date: 27/04/2004

Finish date: 30/06/2007

Contacts

The LAG coordinator: Deborah Del Basso

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Budget of the project

Total budget: 640 000 euro over a little more than two years

Community funds: 215 325 euro

National public funds: 215 325 euro

Private funds: 209 350 euro

Funding sources

The project received the support of the EU and the region. Moreover, the partners of the "Lis Aganis" association also take financially part in the ecomuseum's functioning.

5/ Further information

<http://www.ecomuseolisaganis.it/>

www.montagnaleader.org

ANNEX: measure of rural development plans in favor of culture and heritage for some European countries

	Name of the measure	Main objectives	Are eligible for the aid	The maximum intensity of the co-financing
AUSTRIA	311 - Diversification towards non farming activities	<ul style="list-style-type: none"> - Support tourism, leisure activities and reception - Support municipal services and handcraft 	Farmers, rural cooperatives including farmers and non-farmers	<ul style="list-style-type: none"> • Investments: 40 – 50 % from eligible costs • Staff (for new businesses):: 75% the first year, 50% the second one and 25% the third one
	313 - Development of tourism activities	<ul style="list-style-type: none"> - Support besides information center or for the marking of tourist - Improvement of leisure infrastructures allowing access to natural sites - Support besides small businesses in their accommodation activities - Development and marketing improvement of rural tourist facilities 	Natural and legal persons, cooperatives and association, forest and municipalities owners associations	<ul style="list-style-type: none"> • Investment: <ul style="list-style-type: none"> - 40-50% in regions within objective 1 - 25-40% for regions out of objective 1 • Tnagible costs: 50%
	323 - Protection and enhancement of rural heritage	- The measure aims at protecting the cultural landscape, landscape design and landscapes development: protection of factors of high landscape value (if they aren't taken into account within the framework of the axis 2 agri-environment measures) and construction of traditional factors that are important for the landscape creation (e.g. terraces, stone walls ...)	Agricultural and forest holdings, municipalities and all sort of territorial collectivities or legal organization established during the reorganization of land, according to the „Flurverfassungs-Grundgesetz“	70%
ITALY – VAL D'AOSTA	311 - Diversification towards non farming activities	- Support besides activities related to tourism (handcraft, services, gastronomy, purebred husbandry)	Farmers and their family members	Up to 50% of tangible costs (60% for young Farmers)
	313 - Development of tourism activities	<ul style="list-style-type: none"> - Support for creation of small infrastructures for leisure and entertainments; tourist information centers; tourist routes - Marketing and promotion of tourism buildings 	Public organisms, associations of tourism promotion, private bodies	<ul style="list-style-type: none"> • Public bodies: up to 100% • Private bodies: up to 50%

	321 - Basic services for the economy and rural population	- Creation of infrastructures related to culture and leisure as well as services and infrastructures related to TIC	Public or private bodies	<ul style="list-style-type: none"> • Public bodies: up to 70% • Private bodies: up to 50%
	323 - Protection and enhancement of rural heritage	- Support for the carrying out of studies concerning the restoration and promotion of knowledge related to the cultural heritage and culture	Public bodies and legal organisms of management in local domains, via the LEADER programme	70%
ITALIE - LIGURIE	311 - Diversification towards non farming activities	- Creation or improvement of rural tourism activities	Farmers or their family members	<ul style="list-style-type: none"> • Mountain areas: up to 50% • Other areas: up to 40% • + 10% for young farmers
	313 - Development of tourism activities	- Implementation and redevelopment of information and marking centers - Creation of leisure activities offering access to natural and rural areas of a traditional/cultural interest - Implementation of services for tourism improvement (online reservation, information, etc.)	Rural tourism businesses or tourism associated company, LAG, public-private partnerships or public bodies Via entirely LEADER	80%
	323 - Protection and enhancement of rural heritage	- Investments for re-development and enhancement of the cultural heritage	Public bodies	According to the types of actions: between 80% of investment (for a maximum amount of € 50 000) and 60% of investment (for a maximum amount of €200 000)
ITALY - TRENTE	311 - Diversification towards non farming activities	- Support for investments to execute and modernize the structures, infrastructures and purchase of equipments for the diversification towards non-agricultural activities such as rural tourism and marketing of non-agricultural local products	Agricultural holdings	
	313 - Development of tourism activities	- Support for instructive itineraries, information centers and creation of explanatory documents (action a) - Creation of pedestrian itineraries offering access to natural areas, and small infrastructures including the construction of wooden fences (action b)	Forest owners or owners associations, forest managers and Forest and Wildlife service from the Province	<ul style="list-style-type: none"> • 75% of the costs or up to 90% in case of co-management by the owners. • maximum amount of €150 000 per intervention for the actions a and of €50 000 for the actions b

	323 - Protection and enhancement of rural heritage	- Reorganization of traditional structures (outside only) of animal housing		
SPAIN - ASTURIAS	313 - Development of tourism activities	- To develop information and interpretation centers related to ethnography, culture, environment and fishing - To develop marking on tourist routes and infrastructures - To create and improve leisure infrastructures - To develop small accommodation (up to 40 beds) - To promote services related to rural tourism The types of investments eligible for the aid are the renovation of buildings, the purchase of computing and audio-visual equipments, of vehicles, the promotion of tourism	Natural persons living in the village where the activity takes place, micro-businesses developing or preserving employment in the area, local associations and rural tourism associations, non-profit organization and LAG	50% 100% in the case of municipalities, federations or LAG
	321 - Basic services for the economy and rural population	- Support for small infrastructures and for equipments related to cultural activities		100%
	323 - Protection and enhancement of rural heritage	- Support for studies, investments, restoration and development related to the cultural and natural heritage	LAG, municipalities, non-profit organizations	100%
ESPAGNE – BASQUE COUNTRY	311 - Diversification towards non farming activities	- To increase the businesses' economic returns thanks to the diversification and the preservation, or to develop employment in rural areas - Support for tangible and intangible, which are necessary for the carrying out of a diversification project, with a preference for projects related to farm tourism integrated in farms	Funding target of 80 beneficiaries	Total investment of €5M
	313 - Development of tourism activities	The investments can be: - small infrastructures (information centers, the marking of sites, green ways, paths and trails - for instance leisure infrastructures to develop the access to natural areas (accommodation and interpretation centers) ; small accommodation (mountain shelters and similarly ones) - development or marketing of tourist facilities related to rural tourism; new systems for the promotion of rural tourism (by using in particular the CIT)	Local authorities, non-profit organizations having among their objectives the promotion of tourism	

	321 - Basic services for the economy and rural population	The activities supported can be: - construction, rehabilitation/enhancement and equipment of services buildings for the improvement of quality of life (e.g. cultural center) - services for the improvement of quality of life of rural populations such as social and cultural activities		100%
	323 - Protection and enhancement of rural heritage	Support for studies and investment for the preservation, restoration and improvement of historical and cultural heritage (churches, monuments, façades, etc.)	Public and private non-profit organizations Funding target of 100 actions	Total investment of €15M
SLOVENIA	311 - Diversification towards non farming activities	The activities supported by this measure can be: - Production activities related to traditional farmer techniques - Production activities related to transformation products (out of those detailed in annex A from the plan) - Production of renewable energy - Sales activities related to farm production (specialized stands for farmers' purchasing products, etc.) - Service activities in farms (tourism, child care, care of the elderly and of people with specific needs)	Natural and legal persons	50% of the investment value, minimum amount: €3500 per beneficiary; maximum amount = 200 000 ^e over three years.
	323 - Protection and enhancement of rural heritage	The actions supported can be for example: - renovation of the cultural and rural ethnic heritage - development of open air museums and ecomuseums - equipments for continued exposures on the ethnic heritage - Implementation of a thematic route - etc.	Natural and legal persons, local authorities	50% of the investment, for projects with a total budget that doesn't exceed € 360 000. Minimum amount: €3000 per beneficiary; maximum amount = €200 000 over three years.