II. Review of good practices

GOOD PRACTICES REVIEW ON THE IT-FR CROSSBORDER REGION
The National Union of Mountain Communities and Authorities – Uncem - together with an external expert, prepared a review of good practices applied in mountain areas to respond to the impact of the pandemic. Based on the input of partners, the following good practices were identified.
List of defined practices: 1. Activation of online non-technical training – Collegio Guide Alpine 2. Creation of new networks in the ospitality sector - Federalberghi 3. Digitalisation of the collections, archives and services - National Mountain Museum of Turin (in partnership with the Musée Alpin of Chamonix-Mont-Blanc) 4. Implementation of common sanitary mesures in offered service – Associazione Gestori Rifugi Piemonte 5. Project Viviamo Cultura: Promotion and Support of Special Public Private Partnerships (PSPPs) for PA Cultural Heritage – Confocooperative 6. ....

Activation of online non-technical training – Collegio Guide Alpine		
A. PRACTICE IDENTITY		
LOCATION	**Country:**	Italy
	Region(s):	Abruzzo, Alto Adige, Campania, Emilia Romagna, Friuli Venezia Giulia, Liguria, Lombardia, Marche, piemonte, Sicilia, Toscana, Trentino, Veneto, Valle d'Aosta
	City/Town: *(if applicable)*	/
ACTIVITIES / MAIN FOCUS	**Geographical level of implementation**	☐ **National** ☐ Regional ☐ Local
	Sector of action	☐ Tourism ☐ Culture ☐ Creative sector ☐ Natural environment ☐ Health ☐ **professional training/education**
DURATION	**Time of implementation**	2020 – 2021: a month

B. PRACTICE DESCRIPTION

Type of actors involved	☐ National authorities ☐ Regional authorities ☐ Local authorities ☐ Public Agencies ☐ Culture institutions ☐ Tourism organisations ☐ Small and medium-sized enterprises ☐ **Professionals/trainees**
Please briefly describe the practice	The restrictions on mobility imposed to limit the spread of the pandemic prevented the regular training carried out by the Mountain Guide College. During the lockdown, the Mountain Guide College therefore decided to start a series of online classes to train mountain guides and mountain guide course students throughout the country. The nationwide launch of the online trainings had some advantages and disadvantages. In fact, the new modality has made it possible to discover new working methods and training tools, enabling the service offered to be improved. However, the opportunities offered by online training could not be fully exploited due to a lack of infrastructure in rural areas.
Image (if available)	N/A

C. BARRIERS AND SUCCESS FACTORS WITH RESULTS

What are the main difficulties encountered during the deployment / operation of the practice?	The biggest issue in our view was related to the lack or shortage of infrastructure ensuring a good connection in rural areas. The main difficulty encountered during the implementation of the formation activities was in fact that the connection was not always guaranteed. For this reason, people living in the valleys could not always use the service, preventing the possibility of ensuring a quality formation all over the lockdown period.
What were the main benefits created by the deployment/operation of the practice?	The implementation of this practice allowed to discover new useful tools and methods for more effective working procedures and the improvement of the service/product delivered/offered. In fact, the possibility of 'smart working' reduces travel costs and travel time both for trainers and trainees. In addition, it allows in periods of normality (i.e. outside of lockdowns) to meet even in the pre-evening/evening hours, a fundamental element for mountain professionals who are often in the mountains during 'office' working hours. In the end, the possibility of working online and training for non-technical subjects (i.e. those not in the outdoor environment) proved to be very important and efficient.

What are the most significant features of the practice make it transferable?	☐ **Use of standardised solutions and processes** ☐ Needs addressed are common among organisations and different regions/countries. ☐ Demonstrated achieved benefits outweigh investment costs by far ☐ Low implementation risks ☐ Small change in daily operations, low risk of organizational resistance ☐ Legal requirements ☐ Other (please specify)
Main lessons learned (optionally)	Online training is now in daily use. It is thus necessary that a good and reliable connection is implemented and always guaranteed by solving possible network-related problems in more isolated valleys and areas.
Further information (URL, sources)	N/A

Creation of new networks in the hospitality sector - Federalberghi		
A. PRACTICE IDENTITY		
LOCATION	**Country:**	Italy
	Region:	Piemonte
	City/Town: *(if applicable)*	/
ACTIVITIES / MAIN FOCUS	**Geographical level of implementation**	☐ National ☐ **Regional** ☐ Local
	Sector of action	☐ **Tourism** ☐ Culture ☐ Creative sector ☐ Natural environment ☐ Health ☐ Other (please specify)
DURATION	**Time of implementation**	Annual

B. PRACTICE DESCRIPTION	
Type of actors involved	☐ National authorities ☐ **Regional authorities** ☐ **Local authorities** ☐ Public Agencies ☐ Culture institutions ☐ Tourism organisations ☐ **Small and medium-sized enterprises** ☐ Other (please specify)
Please briefly describe the practice	The tourism and hotel sector has been hard hit by the pandemic and the resulting restrictions on mobility. In order to prevent the situation from worsening, Federalberghi took it upon itself to collect the specific needs of Piedmontese hoteliers. To this end, Federalberghi took care of analysing the criticalities encountered (e.g. in the area of digital training, or the lack of staff) and desiderata (e.g. the increase in dis-intermediated 'traffic', i.e. bookings outside OLTA). In addition, in view of the need for the most extensive and coordinated action, regional decision-makers and trade organisations (e.g. Federalberghi and the Association of Tourism Consortia) were involved in the pandemic.
Image (if available)	N/A

C. BARRIERS AND SUCCESS FACTORS WITH RESULTS	
What are the main difficulties encountered during the deployment / operation of the practice?	The biggest issue in our view was related to difficulties in the reorganization of the activities. In particular, the new activities needed new resources and means. The main problem was to attract the economic resources to remunerate the personnel involved.
What were the main benefits created by the deployment/operation of the practice?	The implementation of this practice allowed to discover new useful tools and methods for more effective working. In particular, the need for new online working solutions has led to the discovery of innovative methods of working remotely that have proven to be particularly effective. In addition, the need for joint solutions fostered the creation of new partnerships and greater cooperation and coordination of those involved.

What are the most significant features of the practice make it transferable?	☐ **Use of standardised solutions and processes** ☐ Needs addressed are common among organisations and different regions/countries. ☐ Demonstrated achieved benefits outweigh investment costs by far ☐ Low implementation risks ☐ Small change in daily operations, low risk of organizational resistance ☐ Legal requirements ☐ Other (please specify)
Main lessons learned (optionally)	The pandemic has highlighted the need to reinvent tourism and the hospitality sector. In particular, there was a need to think about tourism that is no longer just about proximity, but that attracts and captures a wider range of opportunities, including through new partnerships and new forms of cooperation.
Further information (URL, sources)	N/A

	Digitisation of the collections, archives and services of the National Mountain Museum of Turin, in partnership with the Musée Alpin of Chamonix-Mont-Blanc	
A. PRACTICE IDENTITY		
LOCATION	**Country:**	Italv
	Region:	Piedmont
	City/Town:	Turin
ACTIVITIES / MAIN FOCUS	**Geographical level of implementation**	☐ **Cross-border** ☐ **National** ☐ **Regional** ☐ **Local**
	Sector of action	☐ **Tourism** ☐ **Culture** ☐ **Creative sector** ☐ **Natural environment** ☐ Health ☐ Other (please specify)
DURATION	**Time of implementation**	2018/2022

B. PRACTICE DESCRIPTION	
Type of actors involved	☐ **National authorities** ☐ **Regional authorities** ☐ **Local authorities** ☐ Public Agencies ☐ **Culture institutions** ☐ Tourism organisations ☐ Small and medium-sized enterprises ☐ Other (please specify)
Please briefly describe the practice	Between 2017 and 2020, the National Mountain Museum of the CAI - Turin Section and the Musée Alpin of Chamonix-Mont-Blanc have been committed to the enhancement of Alpine cultural heritage, thanks to the Interreg Alcotra iAlp project. Within the framework of the project, joint actions included the filing and digitalisation of part of the collections, the implementation of a digital platform for consultation by vast and diverse audiences in an innovative and simplified way. Following the health crisis and the heavy repercussions on the cultural sector caused by the restrictions, the practices initiated and implemented thanks to the iAlp project were strengthened and continued in order to further expand the possibilities of online access.
Image (if available)	N/A

C. BARRIERS AND SUCCESS FACTORS WITH RESULTS	
What are the main difficulties encountered during the deployment / operation of the practice?	In the aftermath of the pandemic, there was the need to continue the efforts already initiated through the iAlp project. However, the realisation of further work encountered economic and financial obstacles. The completion of the digitalisation process of all areas of operation requires additional resources.
What were the main benefits created by the deployment/operation of the practice?	The iAlp project made it possible to implement appropriate measures to adapt the cultural offer during the restrictions. Specifically, the project made it possible to address the pandemic and to exploit the opportunities offered by digitalisation. In particular, the project was successful in the following areas: attraction of new audiences; discovery of new useful tools/working methods; development of innovative ideas; creation of new partnerships; acquisition of new skills; increase in popularity of the service provided; creation of new relationships with the users of the service provided; improvement of the service provided.

What are the most significant features of the practice make it transferable?	☐ **Use of standardised solutions and processes** ☐ **Needs addressed are common among organisations and different regions/countries.** ☐ Demonstrated achieved benefits outweigh investment costs by far ☐ **Low implementation risks** ☐ Small change in daily operations, low risk of organizational resistance ☐ Legal requirements ☐ Other (please specify)
Main lessons learned (optionally)	Throughout the pandemic, digital 'meeting' venues have assumed greater relevance in the perception of cultural institutions. In this sense, there has been an awareness of the importance of digital media for cultivating relationships with audiences.
Further information (URL, sources)	www.mountainmuseums.org

Implementation of common sanitary mesures in offered service – Associazione Gestori Rifugi Piemonte		
A. PRACTICE IDENTITY		
LOCATION	**Country:**	Italv
	Region:	Piedmont
	City/Town:	/
ACTIVITIES / MAIN FOCUS	**Geographical level of implementation**	☐ National ☐ **Regional** ☐ **Local**
	Sector of action	☐ **Tourism** ☐ Culture ☐ Creative sector ☐ Natural environment ☐ Health ☐ Other (please specify)
DURATION	**Time of implementation**	2020 - ongoing

B. PRACTICE DESCRIPTION	
Type of actors involved	☐ **National authorities** ☐ **Regional authorities** ☐ **Local authorities** ☐ Public Agencies ☐ Culture institutions ☐ Tourism organisations ☐ Small and medium-sized enterprises ☐ Other (please specify)
Please briefly describe the practice	Mountain refuges have been affected by the pandemic, as mobility restrictions imposed during the health crisis have interrupted tourist flows and mountain frequentation. When the lockdown ended, mountain huts saw a surge in the number of visitors, which was difficult to manage. The Refuge Managers Association of Piedmont played an important role in protecting and safeguarding the interests of refuge managers. In this sense, the Association has collected the needs of refuge managers (also through special working tables), acting as an intermediary between the category and the regional and national institutions. Thanks to the support given by the Association, the application of uniform rules and sanitary measures (also thanks to the supply of special sanitary material) was guaranteed throughout the region.
Image (if available)	N/A

C. BARRIERS AND SUCCESS FACTORS WITH RESULTS	
What are the main difficulties encountered during the deployment / operation of the practice?	The greatest difficulties encountered in adapting to health restrictions were of a different nature. Specifically, the lack of clear and appropriate rules for the refugee category has led to difficulties in reorganising the services offered. Moreover, the lack or shortage of adequate resources specifically aimed at the category has prevented the association from fully adopting the necessary measures, established at the regional level. Finally, the initiatives undertaken were hampered by the mistrust of part of the public involved, who were reluctant to accept the measures applied.
What were the main benefits created by the deployment/operation of the practice?	In spite of the difficulties encountered, the health crisis adaptation measures applied have enabled the provided service to be improved. In fact, more attention was paid to the quality of the service than to the quantity of people served.

What are the most significant features of the practice make it transferable?	☐ **Use of standardised solutions and processes** ☐ Needs addressed are common among organisations and different regions/countries. ☐ Demonstrated achieved benefits outweigh investment costs by far ☐ **Low implementation risks** ☐ Small change in daily operations, low risk of organizational resistance ☐ Legal requirements ☐ Other (please specify)
Main lessons learned (optionally)	N/A
Further information (URL, sources)	N/A

Project Viviamo Cultura: Promotion and Support of Special Public Private Partnerships (PSPPs) for PA Cultural Heritage		
A. PRACTICE IDENTITY		
LOCATION	**Country:**	Italy
	Region:	/
	City/Town:	/
ACTIVITIES / MAIN FOCUS	**Geographical level of implementation**	☐ **National** ☐ Regional ☐ Local
	Sector of action	☐ **Tourism** ☐ **Culture** ☐ Creative sector ☐ Natural environment ☐ Health ☐ Other (please specify)
DURATION	**Time of implementation**	2020-ongoing

B. PRACTICE DESCRIPTION	
Type of actors involved	☐ **National authorities** ☐ Regional authorities ☐ Local authorities ☐ Public Agencies ☐ Culture institutions ☐ Tourism organisations ☐ **Small and medium-sized enterprises** ☐ Other (please specify)
Please briefly describe the practice	In the wake of the health crisis, the need to rethink the management of Italy's cultural heritage and renew the proposed tourism offer based on it has become apparent. For this reason, in October 2020 the call "Viviamo Cultura" has been launched to promote and support special public-private partnerships (PSPPs) for the cultural heritage of the public administration. Thanks to PSPPs, in fact, the public administration can select a private entity to which it can entrust activities for the recovery, maintenance, management or valorisation of immovable cultural assets.
Image (if available)	
C. BARRIERS AND SUCCESS FACTORS WITH RESULTS	
What are the main difficulties encountered during the deployment / operation of the practice?	Despite the proven effectiveness of PSPPs, the start-up of the Viviamo Cultura initiative encountered some obstacles. First and foremost, it had to face the mistrust and scepticism of public administrations, due to a still poor knowledge of PSPPs. Moreover, even where there was willingness to start these instruments, this was not always possible, due to the difficulty of co-operative enterprises to start new projects in the pandemic phase, for economic-financial reasons.
What were the main benefits created by the deployment/operation of the practice?	The introduction of new PSPPs has made it possible to discover more effective and functional working methods: PSPPs make it possible to move away from the logic of entrusting a single service and develop integrated development projects starting from the cultural asset. PSPPs enable companies to take a longer-term view, allowing them to increase investment possibilities and to capitalise on know-how and experience in cultural valorisation. Furthermore, this experience has increased the popularity of PSPPs among public administrations and fostered the creation of new public-private relations.

What are the most significant features of the practice make it transferable?	☐ Use of standardised solutions and processes ☐ Needs addressed are common among organisations and different regions/countries. ☐ **Demonstrated achieved benefits outweigh investment costs by far** ☐ **Low implementation risks** ☐ Small change in daily operations, low risk of organizational resistance ☐ Legal requirements ☐ Other (please specify)
Main lessons learned (optionally)	The pandemic and the initiation of this practice gave a better understanding of the need to invest in creating new models of cultural heritage valorisation.
Further information (URL, sources)	www.viviamocultura.it

CRinMA
Interreg Europe

European Union
European Regional
Development Fund

Małopolska

Urząd Marszałkowski Województwa Małopolskiego

ul. Basztowa 22, 31-156 Kraków

https://www.interregeurope.eu/crinma/

Cultural resources in the mountain areas