



TRAINING MODULE 3

TRANSFORMING CULTURAL TOURISM ENTITIES LIKE GALLERIES AND MUSEUMS INTO GREEN DESTINATIONS



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Executive Summary

EN

The *“Training Module 3: Transforming Cultural Tourism Entities into Green Destinations”* introduces a practical and operational approach to supporting museums, galleries, and similar cultural institutions in their transition towards sustainability. Grounded in recognised frameworks such as UNESCO guidance, ICOM perspectives, and EU policy directions like the European Green Deal, the module translates high-level sustainability principles into concrete, everyday practices. It emphasises sustainability not only in environmental terms but also in relation to social inclusion, community engagement, and economic resilience, helping participants understand how to embed these dimensions into real institutional contexts. Through a combination of practical guidance, case studies from CultMed WP2, and interactive learning activities, the module equips learners with actionable knowledge and tools that can be directly applied in their organisations.

The module is designed for professionals working in museums, galleries, and cultural tourism entities, including managers, curators, operations staff and visitor experience teams. It is structured around key domains of sustainable transformation: (i) improving operational efficiency and resource management, (ii) strengthening climate-risk preparedness and sustainable practices, and (iii) engaging visitors and communities through inclusive and responsible approaches. Participants learn how to assess their institution’s current sustainability performance, identify priority actions, and implement feasible improvements through practical tools such as the Green Destination Checklist and the Mini Action Plan. By linking immediate “no-regret” actions with simple monitoring and KPIs, the module supports institutions in achieving measurable progress within a short timeframe. Ultimately, it fosters the development of cultural destinations that are environmentally responsible, socially inclusive, and deeply connected to their local context and communities.

EL

Η «Ενότητα Εκπαίδευσης 3: Μετασχηματισμός Φορέων Πολιτιστικού Τουρισμού σε Πράσινους Προορισμούς» εισάγει μια πρακτική και λειτουργική προσέγγιση για την υποστήριξη μουσείων, γκαλερί και παρόμοιων πολιτιστικών ιδρυμάτων στη μετάβασή τους προς τη βιωσιμότητα. Βασισμένη σε αναγνωρισμένα πλαίσια όπως οι κατευθυντήριες γραμμές της UNESCO, οι προσεγγίσεις του ICOM και οι πολιτικές κατευθύνσεις της ΕΕ, όπως η Ευρωπαϊκή Πράσινη Συμφωνία, η ενότητα μεταφράζει αρχές βιωσιμότητας υψηλού επιπέδου σε συγκεκριμένες, καθημερινές πρακτικές. Δίνει έμφαση στη βιωσιμότητα όχι μόνο σε περιβαλλοντικούς όρους, αλλά και σε σχέση με την κοινωνική ένταξη, τη συμμετοχή της κοινότητας και την οικονομική ανθεκτικότητα, βοηθώντας τους συμμετέχοντες να κατανοήσουν πώς να ενσωματώσουν αυτές τις διαστάσεις σε πραγματικά θεσμικά πλαίσια. Μέσα από έναν συνδυασμό πρακτικής καθοδήγησης, μελετών περίπτωσης από το CultMed WP2 και διαδραστικών μαθησιακών δραστηριοτήτων, η ενότητα εξοπλίζει τους εκπαιδευόμενους με εφαρμόσιμη γνώση και εργαλεία που μπορούν να χρησιμοποιηθούν άμεσα στους οργανισμούς τους.

Η ενότητα έχει σχεδιαστεί για επαγγελματίες που εργάζονται σε μουσεία, γκαλερί και φορείς πολιτιστικού τουρισμού, συμπεριλαμβανομένων διευθυντών, επιμελητών, προσωπικού



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λειτουργίας και ομάδων εμπειρίας επισκεπτών. Δομείται γύρω από βασικούς τομείς βιώσιμου μετασχηματισμού: (i) βελτίωση της λειτουργικής αποδοτικότητας και της διαχείρισης πόρων, (ii) ενίσχυση της ετοιμότητας απέναντι σε κλιματικούς κινδύνους και υιοθέτηση βιώσιμων πρακτικών, και (iii) εμπλοκή επισκεπτών και κοινοτήτων μέσω συμπεριληπτικών και υπεύθυνων προσεγγίσεων. Οι συμμετέχοντες μαθαίνουν πώς να αξιολογούν την τρέχουσα απόδοση βιωσιμότητας του οργανισμού τους, να εντοπίζουν δράσεις προτεραιότητας και να εφαρμόζουν εφικτές βελτιώσεις μέσω πρακτικών εργαλείων όπως η Λίστα Ελέγχου Πράσινου Προορισμού και το Μίνι Σχέδιο Δράσης. Συνδέοντας άμεσες «χωρίς μεταμέλεια» ενέργειες με απλή παρακολούθηση και βασικούς δείκτες απόδοσης (KPIs), η ενότητα υποστηρίζει τα ιδρύματα στην επίτευξη μετρήσιμης προόδου σε σύντομο χρονικό διάστημα. Τελικά, προάγει την ανάπτυξη πολιτιστικών προορισμών που είναι περιβαλλοντικά υπεύθυνοι, κοινωνικά συμπεριληπτικοί και βαθιά συνδεδεμένοι με το τοπικό τους πλαίσιο και τις κοινότητές τους.

IT

Il *"Modulo Formativo 3: Trasformare gli Organi per il Turismo Culturale nelle Mete Ecosostenibili"* presenta un approccio pratico e funzionale per sostenere musei, gallerie ed enti culturali affini nel corso della loro transizione verso la sostenibilità. Basato su quadri istituzionali riconosciuti come le direttive dell'UNESCO, la visione dell'ICOM e le normative politiche dell'UE tra cui il Patto Verde Europeo, il modulo traduce i principi della sostenibilità ad ampia portata in abitudini concrete e quotidiane. Pone l'accento sulla sostenibilità non solo in termini ambientali, ma anche in relazione all'inclusione sociale, al coinvolgimento comunitario e alla resilienza economica, aiutando i partecipanti a comprendere in che modo integrare questi aspetti all'interno dei reali contesti istituzionali. Attraverso un connubio di orientamento pratico, casi di studio rilevati dal WP2 di CultMed, e attività volte all'apprendimento interattivo, il modulo fornisce agli studenti delle competenze effettive e degli strumenti che possono essere applicati direttamente alle proprie organizzazioni.

Il modulo è concepito per professionisti che lavorano nei musei, nelle gallerie e negli enti per il turismo culturale, come amministratori, sovrintendenti, membri dello staff operativo e squadre per l'esperienza dell'ospite. Si struttura intorno agli elementi chiave della trasformazione sostenibile: (i) migliorare l'efficienza operativa e la gestione delle risorse, (ii) consolidare le modalità di reazione ai rischi climatici e incrementare le pratiche sostenibili, quindi (iii) coinvolgere i turisti e le comunità per mezzo di approcci inclusivi e responsabili. I partecipanti imparano in che modo valutare l'applicazione di pratiche sostenibili da parte delle proprie attuali organizzazioni, adottare degli interventi prioritari e instaurare dei progressi attuabili mediante strumenti pratici come la Green Destination Checklist ("Lista di Controllo delle Mete Ecosostenibili") e il Mini Action Plan ("Piano d'Azione Rapido). Accostando delle azioni dirette e determinate a una supervisione di base e agli Indicatori Chiave di Prestazione (ICP), il modulo supporta gli enti nell'acquisizione di progressi tangibili entro un breve lasso di tempo. Infine, promuove lo sviluppo delle mete culturali dotate di consapevolezza ambientale, socialmente inclusive e profondamente connesse al proprio contesto locale e alle comunità.



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ES

El «Módulo 3: Transformar las entidades de turismo cultural en destinos sostenibles» presenta un enfoque práctico y operativo para apoyar a museos, galerías y otras instituciones culturales en su transición hacia la sostenibilidad. Basado en marcos reconocidos como las directrices de UNESCO, las perspectivas de ICOM y las políticas europeas como el Pacto Verde Europeo, el módulo traduce los principios de sostenibilidad en prácticas concretas aplicables al día a día. Hace hincapié en la sostenibilidad no solo desde una perspectiva medioambiental, sino también social y económica, ayudando a los participantes a comprender cómo integrar estos aspectos en contextos culturales reales. A través de una combinación de orientaciones prácticas, estudios de caso procedentes de CultMed WP2 y actividades interactivas, el módulo permite a los participantes adquirir conocimientos y herramientas aplicables directamente en sus organizaciones.

El módulo está dirigido a profesionales de museos, galerías y entidades de turismo cultural, incluidos gestores, comisarios, personal técnico y equipos de experiencia del visitante. Se estructura en torno a varios ámbitos clave de la transformación sostenible: (i) mejora de la eficiencia operativa y la gestión de recursos, (ii) refuerzo de la preparación frente a riesgos climáticos y la adopción de prácticas sostenibles, y (iii) implicación de visitantes y comunidades mediante enfoques inclusivos y responsables. Los participantes aprenden a evaluar la situación actual de sus instituciones, identificar acciones prioritarias y aplicar mejoras factibles mediante herramientas prácticas como la Green Destination Checklist y el Mini Action Plan. Al vincular acciones inmediatas de bajo coste con sistemas simples de seguimiento e indicadores clave (KPI), el módulo facilita la obtención de resultados medibles en un corto plazo. En última instancia, promueve el desarrollo de destinos culturales sostenibles, inclusivos y estrechamente vinculados a su contexto local y a sus comunidades.

PT

O “Módulo de Formação 3: Transformar Entidades de Turismo Cultural em Destinos Ecológicos” apresenta uma abordagem prática e operacional para apoiar museus, galerias e instituições culturais semelhantes na sua transição para a sustentabilidade. Baseado em quadros de referência reconhecidos, tais como as orientações da UNESCO, as perspetivas do ICOM e as orientações políticas da UE, como o Pacto Ecológico Europeu, o módulo traduz princípios de sustentabilidade de alto nível em práticas concretas do dia-a-dia. Enfatiza a sustentabilidade não só em termos ambientais, mas também em relação à inclusão social, ao envolvimento da comunidade e à resiliência económica, ajudando os participantes a compreender como integrar estas dimensões em contextos institucionais reais. Através de uma combinação de orientações práticas, estudos de caso do WP2 do CultMed e atividades de aprendizagem interativas, o módulo dota os formandos de conhecimentos e ferramentas úteis que podem ser diretamente aplicados nas suas organizações.

O módulo foi concebido para profissionais que trabalham em museus, galerias e entidades de turismo cultural, incluindo gestores, curadores, pessoal operacional e equipas de experiência do visitante. Está estruturado em torno de domínios-chave da transformação sustentável: (i) melhorar a eficiência operacional e a gestão de recursos, (ii) reforçar a preparação para riscos climáticos e práticas sustentáveis, e (iii) envolver visitantes e comunidades através de abordagens inclusivas e



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responsáveis. Os participantes aprendem a avaliar o desempenho atual da sua instituição em matéria de sustentabilidade, a identificar ações prioritárias e a implementar melhorias viáveis através de ferramentas práticas, tais como a Lista de Verificação de Destinos Verdes e o Mini Plano de Ação. Ao associar ações imediatas «sem arrependimentos» a um acompanhamento simples e a indicadores-chave de desempenho (KPI), o módulo apoia as instituições na obtenção de progressos mensuráveis num curto espaço de tempo. Em última análise, promove o desenvolvimento de destinos culturais que sejam ambientalmente responsáveis, socialmente inclusivos e profundamente ligados ao seu contexto local e às suas comunidades.

INTRODUCTION

This module supports cultural tourism entities, especially museums and galleries, in taking concrete, manageable steps toward becoming environmentally responsible, socially inclusive, and economically resilient green destinations. It treats sustainability not as an abstract aspiration but as a set of day-to-day practices that can be embedded in operations, exhibition-making, visitor services, and partnerships. By translating sector standards and the CultMed WP2 Best Practices into clear actions, the module helps institutions reduce resource use, protect collections against climate risk, widen access and inclusion, balance visitor flows, and deepen value for local communities.

The content is deliberately practical. It sets out how to make progress on energy and water efficiency, materials and waste reduction (including single-use plastics), and climate preparedness for buildings and collections, without overstepping conservation constraints or requiring immediate capital investment. It then shows how to engage visitors sustainably—nudging low-impact behaviours through wayfinding and information design, improving accessibility across physical, sensory, cognitive, and socio-economic dimensions, and using timed entry or shoulder-season programming to ease pressure on fragile spaces. Throughout, examples and “transfer tips” from the CultMed WP2 cases illustrate what similar institutions have done, what it cost, what indicators they used, and how small pilots can scale.

The module is anchored in recognised frameworks and sector perspectives. It draws on UNESCO guidance for responsible tourism and visitor management at heritage sites, aligns with ICOM’s emphasis on sustainability and local development in museums, and situates operational choices within broader EU policy directions (e.g., the European Green Deal) and competence-based learning (GreenComp). This ensures that actions proposed here reinforce, rather than compete with, institutional missions and regulatory requirements, and that they can be communicated clearly to leadership, funders, and public authorities.

While the pilot context is Spain, the pathway is designed to travel. Tools and examples are chosen for relevance to European museums and galleries—reflecting typical building types, mobility options, governance arrangements, and community ecosystems—yet the guidance remains adaptable across the Mediterranean. In particular, the module reflects shared challenges across Mediterranean countries such as Spain, Italy, Greece, Portugal, and Cyprus, including seasonality, heritage preservation constraints, and tourism pressure on cultural assets. Local inserts and a



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bilingual glossary make the material easy to tailor, and the emphasis on “no-regret” measures means that progress can begin even where budgets and staffing are tight. The module is designed with a strong focus on transferability and scalability across European cultural tourism contexts.

1. GOAL OF THE MODULE

The goal of this module is to enable practitioners in museums, galleries, and related cultural venues to plan and execute a credible transition toward environmental sustainability while safeguarding heritage value and visitor experience. It does this by turning high-level frameworks into clear operational measures, realistic KPIs, and implementation checklists that staff can adopt immediately and scale over time.

Who this module is for

- Directors and senior managers
- Curators, collections and conservation staff
- Facility and operations managers, building services staff
- Education, public programmes and visitor experience teams
- Exhibition, design and technical crews
- Communications and marketing staff responsible for visitor information and wayfinding
- Café, shop and events managers, procurement and vendor liaison staff
- Municipal or regional cultural officers working with museums and galleries
- Accessibility, inclusion and community engagement leads
- Students and professionals in the tourism sector

Concretely, by the end of the module participants will be able to diagnose their institution’s current position using a Green Destination Checklist; prioritise one or two feasible improvements that respect conservation constraints; plan those improvements through a Mini Action Plan that names owners, timelines, resources, and indicators; and evidence early change via simple, repeatable monitoring. The emphasis is on no-regret actions—measures that reduce waste, save energy and water, improve inclusion, and ease visitor pressure without requiring complex capital projects.

The learning outcomes are aligned with EU and sector frameworks so that actions are defensible to leadership, funders, and public authorities. Operational choices are situated within the European Green Deal’s direction of travel; competence development maps to GreenComp (visioning, impact assessment, collective action, and monitoring); heritage and access considerations reflect UNESCO guidance on visitor management and ICOM positions on sustainability and local development. This alignment ensures the module strengthens, rather than competes with, core institutional missions and compliance duties.

The scope spans five interconnected domains: efficient operations (energy, water, materials, waste—including single-use plastics), climate-risk preparedness for buildings and collections, inclusive access across physical, sensory, cognitive and socio-economic dimensions, visitor-flow management that protects fragile spaces, and community-embedded programming that grows



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local value chains. For each domain, the module provides tiered pathways—no-cost, low-cost, and investment options—plus resource-light variants suitable for small and mid-sized institutions.

Success is defined not by the volume of paperwork but by actionable progress within 30 days of training. Participants leave with a short, feasible plan and starter KPIs (e.g., hours of lighting reduced, number of single-use items eliminated, accessibility cues added, queue time changed, local collaborations initiated). These signals create a credible trail of improvement and a base for future funding or technical upgrades.

In short, the module's goal is to move teams from intention to implementation—providing the knowledge, structure, and tools to start now, measure honestly, learn quickly, and build a sustainable, inclusive visitor experience that is authentic to place and purpose.

1.1 Purpose & design principles

This methodology turns high-level sustainability frameworks into actionable training that museums and galleries can use immediately. Rather than treating sustainability as an abstract ideal, it translates UNESCO/ICOM guidance and EU policy into concrete routines, how to run buildings more efficiently, protect collections from climate risk, welcome visitors inclusively, and engage local communities, while remaining faithful to each institution's mission and constraints. The design emphasises both rigour and usability: we align with recognised standards (including GreenComp's competence families) yet package the content as checklists, templates, and short activities that staff can adopt with minimal friction. The goal is for participants to leave the workshop not with theory alone, but with a workable plan that fits their context.

Competency development anchors the module from the outset. Each learning outcome maps to the capacities staff actually need on the ground: visioning a greener destination that still preserves cultural integrity; assessing impacts and trade-offs before investing scarce resources; mobilising colleagues and partners for collective action; and monitoring what changes after decisions are made. This mapping keeps the training focused on behaviours and decisions. how a curator, facilities lead, or educator will act differently on Monday morning, rather than on a static list of "green" measures.

The content is evidence-led and designed to travel well between institutions. We build the narrative on CultMed Best Practices and complementary sector literature, then distil what makes each example transferable. For every initiative highlighted, we draw out the enabling conditions, the minimum viable version, and the likely pitfalls. Where larger budgets or specialist expertise are required, we propose resource-light variants so that small and mid-sized institutions can still move forward. The emphasis is on pathways, progressive steps that can start small, produce visible value, and justify deeper change.

Accessibility and inclusion are not add-ons but structural features of the design. The written module uses plain language, logical headings, readable typography, and alt-texted visuals so the



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material is usable by diverse staff teams. In the pedagogy, activities invite contributions from different roles—collections, operations, education, visitor services—so the sustainability conversation is not siloed with technicians alone. On the visitor side, the examples and prompts consistently ask how changes will improve access for people with different physical, sensory, cognitive, and socio-economic needs, and how interpretation and wayfinding can welcome more people without increasing pressure on fragile spaces.

Implementation is the organising principle of the whole module. Each section closes by funnelling insights into two practical outputs: a Green Destination Checklist that helps teams diagnose where they stand on operations, risk, access, engagement, and monitoring; and a Mini Action Plan that names one or two priority measures, assigns owners, and sets a realistic timeline. This structure keeps momentum: participants never encounter material without an immediate step that translates it into their own institution.

Finally, the design is measurable by construction. We embed simple, repeatable KPIs that institutions can track with minimal burden—energy and water baselines and savings from basic scheduling and fixtures; reductions in single-use items and clearer supplier policies; concrete accessibility updates and qualitative user feedback; small visitor-flow gains from timed entry or shoulder-season programming; and evidence of community value through local collaborations. By pairing these indicators with short monthly check-ins and photo or document snapshots, teams can see progress, communicate it to leadership and funders, and decide where to iterate next. The intention is to create a virtuous cycle: measure a little, learn quickly, scale what works, and retire what does not—without losing sight of heritage authenticity or the visitor experience.

Expected outcomes and competences

By the end of this module, participants will be able to:

- Explain the core principles of sustainability as applied to museums and galleries. environmental, social, economic.
- Diagnose their institution's current status using the Green Destination Checklist. and identify at least two priority gaps.
- Plan no-regret improvements with a Mini Action Plan. specifying goals, actions, owners, timelines, and starter KPIs.
- Apply resource-efficient routines in operations. lighting and HVAC scheduling, low-flow fixtures, single-use reduction, basic risk checks. within conservation constraints.
- Integrate inclusive access into visitor experience. wayfinding, formats, information design. and propose one change that is feasible within 30 days.
- Manage visitor flow using light-touch tools. timed entry, pacing, off-peak programming. and document a simple before. after signal.
- Engage one local partner. SME, artisan, CSO. to co-create a small sustainability action with fair value sharing.
- Monitor and report early results with simple evidence. a photo, a log entry, a short metric. and communicate the case for scaling to leadership.



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2. Pedagogical model

The training blends flipped learning with challenge-based learning (C-BL) so that contact time is used primarily for practice, decision-making, and peer exchange. Participants arrive with a shared baseline and then work on their own institutional challenges, producing an actionable plan by the end of the session. This combination keeps the experience focused on real-world constraints—limited time, budgets, building restrictions—while still aligning to recognised standards and measurable outcomes.

2.1 Flipped learning (pre-work, 45–60 minutes total)

The pre-work ensures that everyone enters the workshop with a common language and a basic grasp of key ideas. Participants receive a short pre-read of four to six pages that introduces sustainability in cultural institutions through the familiar three pillars and relates them to daily operations: energy and water management, materials and waste (including single-use plastics), accessibility and inclusion, visitor-flow, and community value. To anchor concepts in evidence, the text includes two or three brief vignettes drawn from CultMed WP2 cases, each ending with a one-sentence transfer tip. A compact glossary clarifies terms that often cause confusion (e.g., operational vs. embodied carbon; universal design vs. accessibility; mitigation vs. adaptation).

An accompanying one-page infographic, **“Roadmap to a Green Destination”** visualizes the journey from quick wins to longer-term improvements. It sets out five lanes—efficient operations, climate risk and collection care, inclusive access, visitor-flow, and community partnerships—and shows how small steps can build toward more ambitious change. The short video (no more than ten minutes) then ties these pieces together in a narrative: what makes a museum or gallery sustainable in practice, why this matters for mission and audience, and what to expect in the workshop. It closes with a teaser of the tasks to come, so participants arrive ready to act. Finally, a lightweight self-check quiz (six to eight items) confirms that the essentials have landed; automated feedback points to the specific pages of the pre-read so people can quickly revisit any gaps.

This flipped design reduces lecturing during the workshop and allows the facilitator to begin from a higher baseline. It also respects participants’ time by front-loading information that can be absorbed individually and reserving synchronous time for collaborative problem-solving.

2.2 Challenge-based learning (in-person/online workshop)

The workshop itself is structured as a sequence of short, purposeful sprints that culminate in a concrete plan. Led by GEINNOVA, which is responsible for the design and delivery of the training workshop.

The heart of the workshop consists of deep-dive clinics organised as rotating stations. One station focuses on efficient operations—how simple schedules, set-points, lighting retrofits, and procurement choices reduce energy, water use, and waste without compromising conservation standards. A second station addresses climate risk and collection safety, helping teams think through passive protection, incident readiness, and maintenance routines that reduce



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vulnerabilities. A third station looks at inclusive access and visitor-flow management, from low-cost wayfinding improvements to timed entry and shoulder-season programming that distributes pressure more evenly. The fourth station explores community engagement and local value chains, showing how partnerships with artisans, SMEs, and civic groups can advance sustainability while enhancing authenticity. Each station provides a short tool, a micro-case, and a decision prompt; teams annotate their Action Plan as they rotate, translating generic guidance into context-specific steps.

Before closing, a brief peer review gives each team external eyes on its plan. Using a simple “two stars and a wish” format keeps feedback constructive and fast. The session ends with a commitment moment: each team sets one concrete task for the next 30 days and designates a *Green Coordinator* responsible for convening colleagues and reporting back. This final step converts intention into accountability and sets up the post-work follow-up.

The format works in person or online. In a virtual setting, station work occurs in breakout rooms with shared worksheets; the facilitator time-boxes transitions and uses a visible progress timer. Regardless of modality, the rhythm—short inputs, active work, immediate application—keeps energy high and output tangible.

2.3 Micro-assessments and reflection

To maintain momentum and verify understanding without breaking flow, the session includes micro-assessments at natural transition points. Quick polls or short scenario questions help the facilitator see whether ideas have landed and where to slow down. These checks are not graded; they are signals for adaptation in real time. The workshop closes with a brief reflection card in which participants note what they will start, stop, and continue, alongside the single largest enabler and barrier they expect to encounter. These reflections serve three purposes: they consolidate learning; they alert the facilitator to common obstacles that can be addressed in follow-up materials; and they provide a baseline for the 30-day check-in. Together with the pre-work quiz and the Action Plan rubric, they form a light-touch assessment framework that privileges application over testing and helps institutions demonstrate progress without administrative burden.

3. Development workflow (content production)

The module will be produced as a concise, highly usable document of approximately ten to fifteen pages including images and graphics. It is designed to function both as a stand-alone training resource and as the narrative backbone for the audiovisual assets (two short videos, quizzes and one gamified activity to be produced by ARCES). To achieve this dual purpose, we will write in a “script-ready” style: sections begin with plain-language statements, proceed to evidence-based guidance, and close with an actionable prompt that can be adapted directly into on-screen captions, voiceover lines, or interactive cues in the game.

The writing will follow a consistent editorial voice—clear, active, and non-technical—so that operations, collections, and education staff can all engage with equal confidence. Figures will be



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functional rather than decorative: quick flow diagrams, before/after schematics, and small checklists embedded next to the relevant text. Each figure will include alt text and a one-sentence caption so that the same visual can be re-used in subtitled video frames and social posts without redrafting. The layout will favour short paragraphs, meaningful sub-headings, and call-out boxes that surface transfer tips, resource-light variants, and common pitfalls.

3.1 Content structure

The document opens with a short introduction that explains why “green destinations” matter to cultural institutions now—linking mission, visitor experience, and risk reduction—and situates the module within recognised policy and sector standards. We will reference UNESCO and ICOM frameworks and point to the EU Green Deal as the strategic backdrop, making explicit that the module translates these agendas into operational steps that are feasible for small and mid-sized institutions.

The second part presents principles and practices for efficient operations. Here we cover the essentials of energy and water stewardship, materials and waste reduction (including single-use plastics), and climate-risk preparedness for buildings and collections. The emphasis is on low-regret actions and decision pathways rather than prescriptive engineering. Where specialised assessment is necessary, the text signposts that requirement and provides a checklist to prepare for professional consultation.

The third part addresses sustainable visitor engagement. It explains how institutions can nudge low-impact behaviours through wayfinding and information design; how inclusive access can be improved for physical, sensory, cognitive, and socio-economic needs; how visitor-flow can be managed with simple tools such as timed entries or shoulder-season programming; and how to embed community co-creation so that sustainability strengthens authenticity rather than diluting it.

The fourth part brings the guidance to life through case studies drawn from CultMed WP2. We will select museum and gallery examples, and for each we will present the context, what changed, what it cost in broad terms, which indicators were tracked, and what made the practice transferable. Each case ends with two practical prompts: one “start tomorrow” action and one “scale next” action.

The fifth part provides tools and templates. This includes the Green Destination Checklist for a quick self-diagnosis, a Mini Action Plan template that captures goals, actions, roles, resources, timeline, and indicators, a one-page monitoring sheet that can be printed and posted in staff areas, and a vendor-guidelines outline that institutions can adapt for procurement and contracts.

The final part explains assessment and follow-up. It sets out how the pre-work quiz, workshop micro-assessments, and 30-day check-in work together; it describes the post-session reflection and the role of the designated Green Coordinator; and it provides short instructions for sharing results internally with leadership and externally with the CultMed network.

Throughout the document, margin notes will indicate where text, figures, or lists map to the



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planned video storyboard or to the game's interaction prompts. This keeps all teams aligned and reduces rework during audiovisual production.

3.2 Roles and responsibilities

GEINNOVA leads elaboration. This includes drafting and editing the module, integrating WP2 cases with proper attribution, shaping the tools and templates, and ensuring that learning outcomes map to sustainability competences, including GreenComp families such as visioning, impact assessment, and collective action. GEINNOVA will also provide ongoing feedback on the video production led by ARCES, ensuring alignment of script, visuals, accessibility, and terminology across all outputs.

Piloting is led by GEINNOVA. Together we will recruit up to ten participants from museums, galleries, and related entities in Spain, confirm logistics, deliver the flipped-plus-challenge workshop, and run the evaluation instruments. ANHER will support local contextualisation, help identify a suitable venue that allows short back-of-house walkthroughs, and co-facilitate the station work.

3.3 Quality assurance and versioning

Quality assurance is built into the workflow rather than appended at the end. Editorial quality will be ensured through a two-pass review: the first pass focuses on clarity, coherence, and consistency of terms; the second addresses style, readability, and the elimination of jargon. Technical quality is safeguarded through targeted checklists that validate the correctness of operational guidance and, crucially, the boundaries of that guidance: where expert assessment is required, the module explicitly says so and provides preparation steps instead of instructions that would over-reach the training's scope.

Reference quality is maintained by verifying every quoted figure, definition, or procedural claim against the cited source. Short citations appear in-line, with a consolidated bibliography at the end of the module to simplify future translation and layout.

Accessibility quality is treated as non-negotiable. Headings follow a logical hierarchy, images include meaningful alt text, contrast and font sizes meet readable standards, and plain-language summaries close each major section. For audiovisual alignment, we will draft caption-ready text and identify segments that require slower on-screen pacing or descriptive narration for visually rich sequences.

3.4 Ethics, rights and risk

Ethical practice, rights management, and risk control are embedded from the outset. All visuals will be project-owned, partner-supplied with written permission, or sourced from rights-cleared libraries. Credits will be recorded in a short media log to simplify reuse by CultMed project. Evaluation data gathered during piloting will be pseudonymised and reported in aggregate. Consent forms will be used for participants and for any individuals appearing in interviews or b-roll. Where third-party technologies or vendors are referenced, the text remains neutral and



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descriptive. Procurement guidance will encourage transparent processes that consider life-cycle impacts and accessibility.

The evaluation will include a short quiz to check key concepts and a practical group exercise during the pilot to test applicability. The quiz will use 8–10 items mapped to learning outcomes and GreenComp competences. The group exercise will produce a Diagnostics Note and a Mini Action Plan that can be assessed with a simple rubric for relevance, feasibility, clarity, and monitoring.

The module also recognises practical risks and addresses them upfront. It avoids offering prescriptive engineering advice for historic or complex buildings, instead providing decision pathways and preparation checklists for engaging qualified professionals. It manages expectations by distinguishing between immediate, low-cost improvements and longer-term investments that require governance decisions. And it balances sustainability ambitions with conservation duties, reminding teams to evaluate changes against collection care and visitor safety requirements.

4. Accessibility, localisation & languages

Accessibility is built into the module from the first draft rather than retrofitted at the end. The written document follows a predictable structure with logical headings and short paragraphs, so readers can skim or dive deeper as needed. Lists are used sparingly and only where they genuinely improve comprehension. Line spacing is generous and the body text is set at a minimum of 12–14 pt with high legibility fonts; headings increase size proportionally to create a clear visual hierarchy. Colour is never the only carrier of meaning; diagrams and charts rely on patterns, labels, and clear shapes, and every visual includes an equivalent text description. Contrast is tested against current guidance for comfortable reading in print and on screens. Where the module is exported to web or PDF, the reading order, tags and bookmarks reflect the structure faithfully so that assistive technologies can navigate it without friction.

Audiovisual assets adopt the same standard of inclusivity. The two short videos will be produced in English with an English mother tongue to be more inclusive. Captions convey speech verbatim, identify speakers when ambiguous, and include essential non-speech information that affects meaning (for example, “[crowd noise fades]” or “[door alarm]”). Time-coding respects a comfortable reading speed and line lengths are kept short to aid comprehension. A transcript accompanies the video so that participants can review or quote content easily and screen readers can access the full text. If a sequence relies heavily on on-screen information that is not spoken, a short audio-description note is scripted to bridge the gap for blind and low-vision viewers.

5. Implementation in the pilot phase (Spain as test case)

The Spanish pilot is designed to validate the module’s practicality in real institutional settings and to generate credible, early evidence of change.

The pilot will also test the flipped-plus-challenge pedagogy, the usability of the tools, and the suitability of the audiovisual assets for pre-work.



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5.1 Cohort and logistics

The cohort will bring together up to ten professionals drawn primarily from museums, galleries and closely related cultural entities. Selection aims for a balanced mix across functions—operations and facilities, collections and conservation, education and visitor experience—so that sustainability planning reflects the whole institution rather than one department. When inviting organisations, we will ask each to nominate two participants from different roles; this increases the chance that post-pilot actions are coordinated and reduces single-point dependency.

The core learning format is a single half-day workshop of three-and-a-half to four hours followed by a thirty-day period in which teams implement at least one “no-regret” measure. In-person delivery is preferred to allow short walk-throughs of back-of-house areas during the diagnostics exercise; a hybrid fallback is kept ready in case of travel or access constraints. The venue will be a museum, gallery, or similar cultural space with a quiet room for the group sessions, stable Wi-Fi for light digital activities, and permission to observe plant rooms or staff corridors for ten to fifteen minutes under staff supervision. Basic accessibility needs are checked in advance (step-free access, accessible restroom, seating variety, good acoustics) and any dietary or sensory accommodations are gathered during registration.

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2. MODULE SUBTOPICS

2.1. Introduction to Sustainability in Cultural Institutions

- What sustainability means for **museums, galleries, heritage sites** (environmental, social, economic pillars).
- Key challenges: energy intensity; environmental footprint; **climate risk** for buildings/collections; seasonality & revenue volatility; accessibility gaps.
- **UNESCO** and **ICOM** perspectives on heritage sustainability and responsible tourism.

References

- UNESCO Sustainable Tourism Toolkit – <https://whc.unesco.org/en/sustainabletourismtoolkit/>
- ICOM Sustainability & Local Development – <https://icom.museum/en/research/sustainability-and-local-development/>
- Others from PPs

This subtopic sets a common baseline for what sustainability means in museums, galleries, and heritage sites, and why it is urgent now. We work across three pillars: environmental, social, economic, and connect each pillar to everyday decisions inside an institution. Environmentally, we target resource use and risk: energy and water stewardship, materials and waste reduction including single-use plastics, and climate preparedness for buildings and collections. Socially, we focus on inclusive access for visitors and staff across physical, sensory, cognitive, and socio-economic dimensions. Economically, we consider seasonality, revenue volatility, and the role of local value chains, showing how modest operational efficiencies and community partnerships can



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improve resilience without compromising conservation.¹

Typical constraints are acknowledged from the start. energy-intensive environments, ageing infrastructure, conservation requirements that limit retrofits, visitor peaks that strain staff, and gaps in accessibility that exclude potential audiences. Rather than treating these as blockers, the module frames them as design constraints and offers tiered choices. no-cost, low-cost, and investment options. so progress can begin now and build over time.²

The perspective is anchored in recognised sector guidance. UNESCO emphasises protecting heritage values while enhancing experience and managing flows. this provides a policy backdrop for choices on routing, access, and risk. ICOM underlines the civic role of museums and the link between environmental action and community benefit. Together, these positions help participants treat sustainability as core stewardship rather than a parallel agenda.³

References (for orientation and citation in the module)

UNESCO World Heritage Centre — Sustainable Tourism Toolkit. URL: whc.unesco.org/en/sustainabletourismtoolkit/

ICOM — Sustainability & Local Development resources. URL: icom.museum/en/research/sustainability-and-local-development/
(Additional partner resources to be added during development)

Practical Case 1 – Sustainability challenges in heritage contexts

The ***Museo del Teatro Romano de Zaragoza (ES)*** operates in a highly sensitive archaeological environment where structural interventions are limited due to heritage protection regulations. The building experiences high temperatures during summer, which affects both visitor comfort and energy consumption.

Additionally, the museum faces challenges in accessibility and visitor communication, particularly for international tourists and people with different sensory needs.

Instead of relying on major investments, the institution can implement small but effective measures:

- Adjusting opening hours during extreme heat periods
- Improving multilingual and accessible signage
- Reducing energy use in non-visited areas

These actions demonstrate how sustainability can begin with low-cost, adaptable solutions in heritage-constrained environments.

¹ UNESCO World Heritage Centre, *Sustainable Tourism Toolkit*, URL. whc.unesco.org/en/sustainabletourismtoolkit/

² European Commission, *The European Green Deal (COM/2019/640)*, URL. eur-lex.europa.eu. see also JRC, *GreenComp. The European Sustainability Competence Framework*

³ ICOM, *Sustainability and Local Development Resources*, URL. icom.museum



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2.2. Green Cultural Management: Principles and Practices

- **Energy efficiency** in buildings: audits; insulation; HVAC tuning; LED; smart controls; on-site renewables (where feasible/appropriate).
- **Water stewardship:** low-flow fixtures; leak detection; greywater options; native landscaping.
- **Materials & waste:** circular procurement; non-toxic exhibit materials; repair/reuse; vendor guidelines; **single-use plastic reduction.**
- **Climate-risk preparedness:** risk assessment for collections; emergency plans; passive solutions; basic monitoring.

References

- European Green Deal – https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en
- ICLEI Sustainable Events Guidelines – <https://iclei.org/e-library/sustainable-events-guidelines/>
- Others from PPs

This subtopic converts sustainability into daily routines that reduce resource use and risk without compromising conservation or visitor experience. The approach is principle-based, not prescriptive engineering. where specialist assessment is required, teams prepare for expert input rather than attempt design decisions in house.⁴

Energy efficiency in buildings. Start with what you control today. align lighting and HVAC schedules with opening hours and cleaning routines, tighten set-points to avoid simultaneous heating and cooling, and use a simple nightly shutdown checklist for AV and back-of-house equipment. Replace failed lamps with LED in non-sensitive areas first, then test in sensitive spaces under conservation guidance. Validate impact with low-cost data such as portable loggers or BMS trends. Investment steps. insulation, glazing upgrades, high-efficiency plant, smart controls, or on-site renewables. require feasibility checks in heritage contexts. the module provides a prep list for audits. baseline, loads profile, conservation constraints, and access notes.⁵

Water stewardship. Fit low-flow fixtures where comfort allows, institute a monthly leak-check routine, and update cleaning practices to reduce use without affecting hygiene. Outdoors, prioritise native or low-water landscaping and timed irrigation. where feasible, explore greywater with specialist advice. Track simple indicators. fixtures installed, leak checks completed, and estimated litres saved from schedule changes.⁶

Materials and waste. Use procurement as a lever. a short vendor clause can preference reusable or refillable options, repair and reuse, and non-toxic materials, and ask suppliers to state end-of-life options. For exhibitions, choose modular and demountable components. Maintain a small materials library to encourage reuse between departments. In cafés and shops, remove a first

⁴ ICLEI, *Sustainable Events Guidelines*, URL. iclei.org

⁵ European Commission, *The European Green Deal*

⁶ JRC, *GreenComp*



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tranche of single-use plastics and add clear sorting signage. Monitor a “lines removed or substituted” count and a monthly contamination spot-check.⁷

Climate-risk preparedness for buildings and collections. Begin with a light risk scan. heatwaves, humidity swings, water ingress, power loss, wildfire smoke, or extreme wind. Draft or refresh a short emergency plan that covers roles, priorities, and communication. Run a 15-minute tabletop drill each season. Emphasise passive measures first. shrouds and blinds, buffered micro-climates, door discipline, and routine maintenance. gutters, thresholds, seals. Use basic monitoring in key stores and galleries to spot patterns. If structural upgrades are contemplated, capture constraints. fabric, listing, fire safety, access. and brief conservation-competent engineers.⁸

How the pieces fit. Energy, water, materials, and risk interact. smarter schedules ease grid strain and thermal stress. modular builds cut waste and shorten turnaround. passive shading reduces cooling load and stabilises RH. The Green Destination Checklist helps teams see links and choose no-regret measures that create momentum, while the Mini Action Plan locks decisions into owners, timelines, and starter KPIs. lighting hours reduced, low-flow fixtures installed, single-use lines removed, drills completed.

References (for orientation and citation in the module)

European Commission — European Green Deal. URL: commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en

ICLEI — Sustainable Events Guidelines (adaptable principles for cultural venues). URL: iclei.org/e-library/sustainable-events-guidelines/

(Additional partner resources to be added during development)

Practical Case 2 – Operational sustainability in museums

The **Museo Nacional del Prado (ES)** has progressively implemented energy efficiency strategies to reduce its environmental impact while maintaining strict conservation conditions for its collections.

Measures include:

- Transition to LED lighting systems
- Improved climate control management
- Monitoring energy consumption through smart systems

While large institutions have more resources, many of these practices can be adapted at a smaller scale in regional museums by focusing on operational routines rather than infrastructure investments.

This demonstrates how sustainability is not only about technology, but about management decisions and daily practices.

⁷ Julie’s Bicycle, *Creative Climate Tools*, URL. juliesbicycle.com

⁸ CEN, *EN 16893.2018 Conservation of Cultural Heritage. Specifications for buildings or rooms intended for collections*, Brussels. CEN



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2.3. Engaging Visitors Sustainably

- **Low-impact behaviors:** wayfinding to public transport, cycling info, combined tickets to disperse flows.
- **Inclusion & accessibility:** physical, sensory, cognitive, and socio-economic access; inclusive interpretation and wayfinding.
- **Visitor-flow management:** timed entries; shoulder-season programming; capacity indicators; digital ticketing.
- **Community involvement:** co-creation with residents, artisans, SMEs; fair value chains.

References

- Interpret Europe – <https://interpret-europe.net/>
- UNESCO Visitor Management Guidelines – <https://whc.unesco.org/document/198420>
- European Route of Industrial Heritage (ERIH) – <https://www.erih.net/>
- CultMed Best Practices (WP2) – (as provided to partners)
- Others from PPs

This subtopic focuses on the visitor journey. before, during, and after the visit. The aim is to make low-impact choices obvious, ensure inclusion by default, balance flows across space and time, and embed the local community as co-author of the offer. Small design changes here are highly visible and can produce outsized shifts in behaviour.⁹

Low-impact behaviours. Normalise sustainable travel and on-site choices with just-in-time information. A “How to get here” panel on the website, in ticket confirmations, and at the entrance prioritises public transport stops, walking times, and cycling routes, with wayfinding for the last 200 to 500 metres. Inside, cues make refilling bottles, reusing guides, and responsible sorting feel standard. Where multiple sites exist, combined or time-staggered tickets help disperse demand. Measure clicks on the “How to get here” page, refill uses where visible, and bin contamination spot-checks.¹⁰

Inclusion and accessibility. Access is part of sustainability. Improve the physical experience with step-free routes, seating variety, and good sightlines. strengthen sensory access with large-print and high-contrast text, audio description, tactile cues, and quiet hours. support cognitive access with plain-language summaries, clear iconography, and predictable wayfinding. ease socio-economic barriers with transparent pricing and targeted free windows. Provide layered interpretation in multiple formats so visitors can choose their path. A “Know before you go” page reduces uncertainty for many visitors, including neurodivergent guests and families. Track simple signals. number of accessible formats, wayfinding fixes delivered, and short user feedback snapshots.¹¹

⁹ Interpret Europe, resources on heritage interpretation, URL. interpret-europe.net

¹⁰ UNESCO, *Visitor Management Guidelines. Managing Tourism at World Heritage Sites*, URL. whc.unesco.org

¹¹ ICOM, *Sustainability and Local Development Resources*



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Visitor flow management. Balance experience quality and conservation by spreading visits across time and space. Timed entry for pressure points, shoulder-season programming, and pacing prompts can smooth peaks without feeling restrictive. Digital ticketing supports demand forecasting and communicates alternatives. “quieter after 15.00”, “second entrance open”. On the floor, gentle staff prompts and small spatial cues keep circulation natural. Use light indicators. queue time samples before and after a change, occupancy thresholds for sensitive rooms, and the share of visits outside peak windows.¹²

Community involvement and fair value chains. Root the offer in place. co-create small elements with residents, artisans, and local SMEs. rotating maker showcases, repair or skills demos, locally sourced café items with low-impact packaging, neighbourhood walking loops. Share value fairly through visible credit and simple terms. Benefits compound. authenticity rises, supply chains become greener, and audiences encounter living heritage rather than static displays. Track collaborations started, events co-hosted, and locally sourced lines added to procurement.

Make it stick. Bundle these actions into a visible **Sustainable Visit promise**. three things visitors can expect, and three things they can do. Align staff briefings and signage so the promise is consistent online and on site. Fold related items into the **Green Destination Checklist** and the **Mini Action Plan** with starter KPIs chosen for ease of collection.¹³

References (for orientation and citation in the module)

Interpret Europe — resources on heritage interpretation and inclusive engagement. URL: interpret-europe.net/

UNESCO — Visitor Management Guidelines (managing tourism at World Heritage sites). URL: whc.unesco.org/document/198420

European Route of Industrial Heritage (ERIH) — examples of route-based dispersal and interpretation. URL: erih.net/

CultMed WP2 Best Practices — partner-provided case set (to be cited where specific examples are used).

Practical Case 3 – Visitor management and sustainability

The **Acropolis Museum (GR)** faces significant visitor pressure due to its global popularity. To manage flows and improve visitor experience, the museum has implemented timed entry systems and structured visitor circulation routes.

These strategies help reduce overcrowding, protect the site, and improve overall visitor satisfaction without limiting access.

¹² European Route of Industrial Heritage, examples of route-based dispersal, URL. erih.net

¹³ JRC, *GreenComp*



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Practical Case 4 – Sustainable tourism and visitor flow

In **Venice**, cultural institutions and local authorities have introduced measures to address overtourism, including visitor flow regulation, promotion of off-peak visits, and awareness campaigns encouraging responsible tourism behaviour.

These initiatives show how sustainability in cultural tourism requires coordination between institutions and the wider destination.

Practical Case 5 – Community and sustainability

The **MAAT – Museum of Art, Architecture and Technology (PT)** integrate sustainability not only in its building design but also in its public engagement strategies, promoting environmental awareness through exhibitions and educational activities.

This highlights the role of cultural institutions as educators and agents of change in sustainable tourism.

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3. Annex: Interactive Activities

#	ACTIVITY TYPE	LINK	QR CODE
1	Training Video 1	https://www.youtube.com/watch?v=qI0427CYYGE	
2	Training Video 2	https://www.youtube.com/watch?v=bVD_gS5THYk	
3	Educational Games	https://cultmed.eu/educational-games/	
5	Interactive Quizzes	https://cultmed.eu/interactive-activities/	