



Regenera4MED

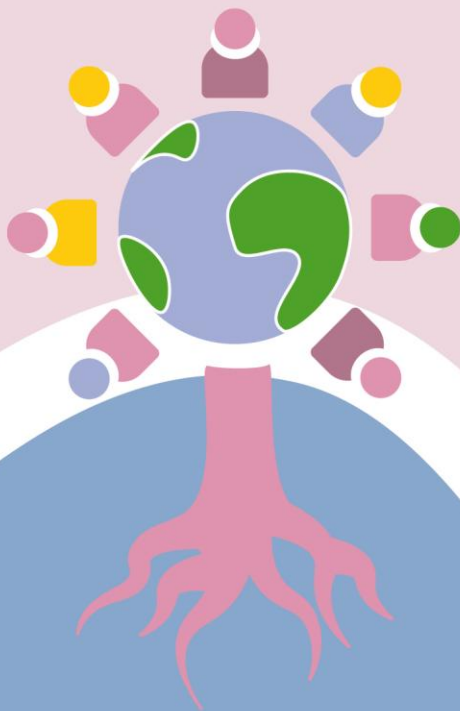
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INTEGRATED GOVERNANCE MODEL FOR REGENERATIVE TOURISM

An 8-Helix Multi-Stakeholder Framework for a Regenerative Inclusive Tourism Governance



September 2025

<https://regenera4med.interreg-euro-med.eu/>



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Executive Summary

This document represents the final, validated Integrated Governance Model for Regenerative Tourism (Deliverable 1.2.1; Output O1.1) of the Regenera4MED project. Including the conceptual framework in Work Package 1, it has been tested, refined, and validated through practical application in six Mediterranean pilot territories during Work Package 2, emerging as a complete joint strategy and action plan ready for territorial uptake. As a joint strategy and action plan, this document provides:

- A tested methodology for participatory governance design, centered on the 8-Helix stakeholder architecture and Critical Yeast approach.
- Clear strategic content including purpose statements, strategic lines, specific objectives, and priority actions co-created with stakeholders.
- Document stakeholder engagement involving organizations from multiple Euro-MED countries in the drafting process.
- Alignment with EU strategies including the Green Deal, Biodiversity Strategy 2030, and Tourism Transition Pathway.
- Concrete actions for uptake ensuring this strategy can be effectively implemented by Mediterranean territories.

This validated document now serves as the foundation for the Regeneration Tourism Programme implementation phase and will be further refined into the Transferable Regenera4MED Blueprint (O3.2), ensuring its scalability across the Mediterranean region.



Abbreviations

DG REFORM – Directorate-General for Structural Reform Support

ESG – Environmental, Social, and Governance

EU – European Union

EURO-MED – Interreg Euro-Mediterranean

HIDDEN MED – Heritage-based Inclusive Development in the MEDiterranean

IGM – Integrated Governance Model

LIGURIATOURISM – Regional Development of Western Liguria through tourism

MPA4Change – Marine Protected Areas for Change

MPAEngage – Marine Protected Areas Engage

ReSea Sports – Regenerative Sea Sports

RTJ Tool – Regenerative Tourism Journey: Self-assessment tool

S3 – Smart Specialization Strategies

SMARTMED – Strategic Mediterranean Tourism Development

SME – Small and Medium-sized Enterprise

TSI – Technical Support Instrument

TTP – Tourism Transition Pathway

UNOC3 – 3rd United Nations Ocean Conference



Definitions

8-Helix Model – An expanded stakeholder model used in the IGM that includes:

1. Public Administrations & Agencies
2. SMEs in Tourism and Related Sectors
3. Civil Society Organizations
4. Academic and Research Institutions
5. Environmental and Cultural Associations
6. Nature
7. Residents
8. Tourists

Critical Yeast – A concept (Lederach, 2005) describing how a small, strategically positioned group of committed and connected individuals can catalyse transformation from within a system, much like a small amount of yeast causing an entire loaf to rise.

Five Capitals Framework – A tool for ensuring tourism strategies address the full spectrum of community well-being by regenerating:

- **Natural Capital** – Biodiversity, ecosystems, and natural resources.
- **Human Capital** – Skills, health, knowledge, and creativity.
- **Social Capital** – Trust, relationships, and networks.
- **Cultural Capital** – Heritage, identity, traditions, and creativity.
- **Built/Financial Capital** – Infrastructure, investments, and economic systems.

Integrated Governance Model (IGM) – The participatory framework developed in Regenera4MED for guiding regenerative tourism. Grounded in living systems thinking, it uses the 8-Helix stakeholder architecture to ensure diverse voices—including nature—are represented in decision-making, with emphasis on collaboration, adaptability, and co-creation.

Living systems thinking: Seeing the world - people, places, and nature - not as separate parts, but as a connected whole. This way of thinking comes from an ecological worldview, inspired by how nature itself works: everything is interrelated, and everything depends on everything else.

Regeneration Tourism Programme – The phase following governance formation in which key stakeholders co-design, test, and refine regenerative tourism experiences, guided by the shared purpose, strategies, and objectives defined in the IGM process.



Regenerative Governance – Governance that is inclusive, place-based, adaptive, and life-centered. It is less about control and more about cultivating the conditions for continuous renewal, shared stewardship, and systemic well-being.

Regenerative Tourism – A form of tourism that goes beyond sustaining resources to actively restore and enhance the health of ecosystems, cultures, and communities. It aims for net-positive outcomes, where tourism contributes more than it extracts, fostering resilience, equity, and vitality for current and future generations. It requires a system's thinking approach of the territory and a change of mind.

Vulnerability Assessment – A systems-based analysis of a territory's environmental, social, cultural, and economic vulnerabilities and capacities, used to inform regenerative governance strategies.



Introduction

The **Integrated Governance Model (IGM) for Regenerative Tourism** is a strategic framework developed within the [Regenera4MED](#) (Euro-MED0401306) project to support the governance as key pillar in the transition of Mediterranean tourism territories towards a **regenerative (tourism) model**.

Grounded in **living systems theory**, the model provides a structure for designing governance that is participatory and aligned with the long-term wellbeing of both **human and non-human communities**. To be more specific, the governance model integrates five key theoretical foundations:

- 1. Regenerative Paradigms:** this theoretical foundation invites us to shift the way we see and interact with the world. Instead of viewing nature and society as separate parts or as resources to be used, this way of thinking sees everything — people, communities, ecosystems — as deeply interconnected, like a living system. This perspective is inspired by deep environmental perspectives emphasize relationships, respect for nature, and harmony with the environment. It also involves critical reflection on how many of our current systems — such as economic models, tourism, or education — have been shaped extractivist perspectives that prioritized control, extraction, and separation ¹.
- 2. Governance as a Complex Adaptive System:** this theoretical foundation sees tourism and local management as dynamic, interconnected systems; more like living organisms than machines. Territories involve many actors (governments, communities, businesses, nature, visitors...) whose interactions constantly evolve. This means governance shouldn't rely on rigid rules or one-size-fits-all solutions, but must be flexible, responsive, and able to learn from experience. Rather than trying to control outcomes, this approach focuses on listening to feedback, adapting to change, and encouraging collaboration across sectors. By doing so, it helps build systems that are resilient, inclusive, and capable of evolving over time. In essence, it is about nurturing places so they can thrive and respond effectively to both opportunities and challenges².
- 3. Community Engagement & Empowerment** means shifting from a model where decisions about tourism are made by a few external actors (like government agencies or large companies) to one where local people are active leaders and partners in shaping tourism in their communities. Rather than being passive recipients of tourism's impacts, community

¹ Bellato et al. (2024); Ateljevic (2020); Dredge (2022); Bellato et al. (2022); Aquino et al. (2024)

² Dredge, D. (2022); Bellato et al. (2022); Mang & Reed (2012); Rodriguez-Giron & Vanneste (2019) (cited in Bellato et al., 2022); The Tourism CoLab (Dredge & team)



members are invited to co-design experiences, contribute their knowledge and values, and help make decisions that affect their lives. This approach values every voice, especially those that are often left out, like youth, local people, or small local businesses. Empowerment in this context goes beyond participation. It means giving communities real ownership over tourism planning and benefits. When locals have the power to shape how tourism works (based on their needs, cultures, and visions) it strengthens social cohesion, preserves local identity, and makes tourism more sustainable and meaningful for everyone involved. In short, this approach is about sharing power, building trust, and creating tourism that works for people—not just for profit³.

4. **Theory of Critical Yeast:** suggests that meaningful change in society doesn't always require large numbers of people. Instead, it often begins with a small group of deeply connected, committed individuals who act as catalysts — much like a tiny amount of yeast causes a whole loaf of bread to rise. These people — like yeast — may be few, but their influence spreads. Through their relationships, creativity, and dedication, they help shift values, spark new ideas, and inspire broader movements. This theory reminds us that transformation often starts at the margins, with those willing to lead with courage, care, and imagination. Rather than focusing on mass movements or big campaigns, the theory emphasizes relational power, trust-building, and strategic influence from within a system — changing it from the inside out⁴.
5. **Transformative Roles in Regenerative Tourism:** rethinks how people engage with tourism, not just as tourists or service providers, but as part of a living system. In this approach, everyone involved becomes an active participant in caring for and co-creating the well-being of the place. Visitors are not just consumers; they are respectful guests who contribute positively to the community and environment. Likewise, hosts and local stakeholders are not just providers of services but stewards of their culture, land, and stories. Transformative roles in regenerative tourism are guided by seven core principles that promote deeper, more meaningful engagement: tourism should be **place-based and context specific, life-centred, and reciprocal**, while also being **connected and relational, purposeful and reflective, evolving and emergent, and co-creative and participatory**⁵.

To operationalise the model, it is anchored in an **8-Helix stakeholder architecture**, which broadens traditional quintuple helix models to include eight interconnected domains: (1) Public Administrations & Agencies; (2) SMEs in Tourism and Related Sectors; (3) Civil Society Organizations; (4) Academic and

³ Aquino, J., Falter, M., & Fusté-Forné, F. (2024).; Duxbury, N., Bakas, F. E., Vinagre de Castro, T., & Silva, S. (2021); Bellato, L., & Cheer, J. M. (2021).

⁴ Lederach, J. P. (2005)

⁵ Bellato, L. et al. (2022)



Research Institutions; (5) Environmental and Cultural Associations; (6) Nature; (7) Residents and (8) Tourists. This inclusive structure ensures that **diverse knowledge systems**, lived experiences, and value frameworks are represented in governance processes.

Through a process of **capacity building, collaborative design, and mentored co-implementation**, the Integrated Governance Model offers a practical pathway for territories to **reorient tourism** toward long-term **regeneration, justice, and resilience**. It serves as a foundational tool for aligning local action with EU Green Deal objectives, Interreg Euro-MED goals, and the vision of a **Greener Mediterranean**.

The integrated Governance Model has two parts. The **first** part focusses on doing an environmental and social **assessment of the territory** (see figure 1, “Vulnerability Assessment”). The **second**, focusses on establishing the **governance based on an 8-Helix model** (latter on explained) **from the bottom-up** (see figure 1 “Creation 8-Helix). These two are influenced by the **Regenerative Tourism Framework** and at the same time, they **influence the Regeneration Tourism Programme**, a way for key stakeholders to define and put into practice regenerative tourism in the territory.

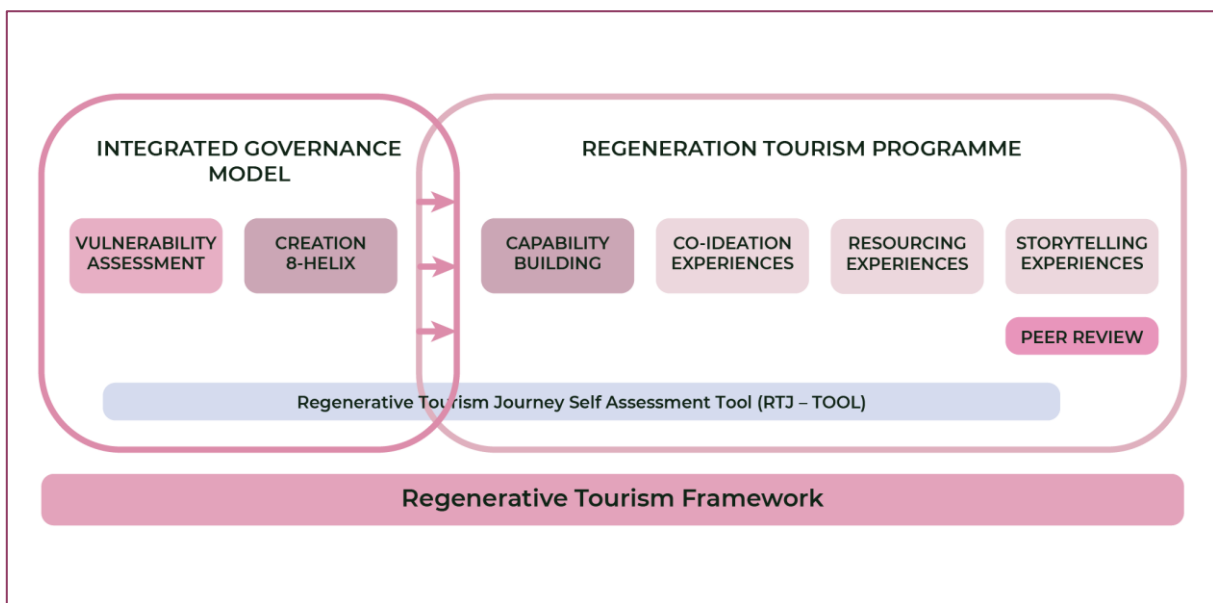


Figure 1– The Integrated Governance Model (seen in the image as governance), is the first part of a journey towards putting a regenerative tourism model in practice. After a governance structure is established, the community can start working on the Regeneration Tourism Programme to co-create a system that helps emerge regenerative experiences.

Next section explains the conceptual foundations of the Governance Model. Readers interested in the practice, can jump into section 3.



1. Conceptual foundations

1.1. Regenerative Tourism and Governance

Regenerative tourism (RT) focuses on **giving back more than it takes**, aiming to **revitalize ecosystems, cultures, and economies**. In contrast to sustainable tourism, which seeks to minimize harm, RT encourages active restoration and co-creation of integrated tourism services.

Regenerative tourism represents a paradigmatic shift away from the exploitative, mechanistic, and growth-driven models of conventional tourism. It embraces a holistic, living-systems perspective, where territories are seen as dynamic socio-ecological systems. Rather than merely reducing harm, RT **seeks to actively heal, restore, and enhance the vitality of ecosystems, cultures, and communities**. It builds from the unique potential of each place, fosters reciprocal relationships among all stakeholders, and aligns with Earth's regenerative principles to achieve net-positive outcomes.

Governance in this context must be **inclusive, place-based, participatory, community-centred, environment-focused, and adaptive**, reflecting the regenerative tourism shift to a living-systems worldview. The IGM **supports a new vocabulary and value system**—favouring terms like **host, guest, and place** — to move beyond industrial metaphors and into relational, co-evolutionary language.

Regenerative governance is not merely about managing systems but **co-creating the conditions for continual renewal**. All participants — guests, hosts, stewards, and the living landscapes themselves — are recognized as integral agents of transformation. Drawing from Bellato (2022), these roles are fluid and emergent, requiring shared responsibility, care, and creative agency. The IGM is thus grounded in Environmental, Social, and Governance (ESG) principles, complemented by regenerative principles such as reciprocity, wholeness, adaptability, and net-positive contribution.

1.2. Theoretical Grounding

The **Integrated Governance Model** is grounded in regenerative paradigms that offer both the ethical foundation and conceptual scaffolding for rethinking how tourism is governed and developed. Rooted in **living systems theory**, regenerative thinking challenges linear, industrial-era logics in favour of



complexity, relationality, and co-evolution⁶. The theory calls for designing from the and with the place, unlocking potential, and enabling net-positive outcomes for both human and more-than-human communities (including the ecosystems). These paradigms centre local wisdom, integrate systems thinking and decolonial critique, and emphasise principles such as reciprocity, adaptability, and co-creation. Additionally, they reinforce the need to reimagine economic models, policy frameworks, and governance cultures in alignment with regenerative development⁷.

From this worldview emerges the need for governance systems that are not only ethical but also adaptive and relational. **Governance as a Complex Adaptive System**⁸, provides this operational lens, viewing territories as dynamic, interconnected living systems. Governance is no longer about managing fixed outputs but about enabling iterative, co-designed processes that respond to evolving social-ecological conditions. This demands a shift from top-down control to the facilitation of participatory, emergent coordination among diverse human and non-human actors.

To make such adaptive governance work in practice, deep community engagement and empowerment is essential⁹. Regenerative models see communities not as passive recipients but as active co-creators and stewards of their futures. This involves horizontal collaboration grounded in place-based knowledge and trust. Iterative and inclusive engagement fosters shared ownership and long-term commitment, moving beyond stakeholder “management” towards mutual **capacity-building and relational accountability**.

In regenerative tourism, governance is best understood through a network lens: territories are living systems made up of interconnected actors - governments, businesses, communities, civil society, and visitors - rather than isolated organisations. **A network approach** (Farsari, 2021) emphasises that decisions and innovations emerge through relationships, trust, and collaboration across these diverse stakeholders. Building on this, **impact networks** (TACSI, 2021) go beyond coordination to address the deeper structures that hold challenges in place, such as power dynamics, mental models, and ways of working. They prioritise shared purpose over representation, foster inclusive spaces for dialogue and experimentation, and embrace complexity as a source of resilience and creativity. For integrated governance in regenerative tourism, this means cultivating networks of trust and mutual learning where all actors contribute to place-based solutions. By investing in these adaptive and purpose-driven networks, territories can move from fragmented efforts to collective action, strengthening their capacity to regenerate both communities and ecosystems.

⁶ Foundational works by Bellato, Frantzeskaki & Nygaard (2022), Mang & Reed (2012), and Pollock (2012, 2023).

⁷ Contributions from Dredge (2022), Cave & Dredge (2020).

⁸ Farsari, 2021; Dredge, 2022

⁹ Bramwell & Lane, 2011



But how does meaningful change emerge within these complex systems? The **Theory of Critical Yeast**¹⁰ provides an insightful metaphor. It highlights how small, strategically positioned actors—individuals or micro-networks—can catalyse transformation by building trust, connecting across silos, and co-creating relational spaces. These “critical yeast” quietly spark wider systems change by enabling cultural shifts, cross-sector dialogue, and new narratives. Their influence lies not in scale, but in their ability to ignite self-sustaining processes of change from within.

To translate these ideas into practice, the model builds on the framework of **Transformative Roles and Principles in Regenerative Tourism**¹¹. This approach reimagines all tourism actors — hosts, guests, institutions, ecosystems — as co-evolving participants in a living system. Roles are fluid and context-driven, shaped by capacity and collaboration. Hosts act as stewards, guests become contributors, and communities — both human and ecological — guide the design of tourism experiences rooted in care, place, and potential. These regenerative roles underpin the implementation of WP2, where co-creation, mutual learning, and distributed stewardship replace extractive, top-down approaches.

All in all, the theoretical approach to governance in Regenera4MED is deeply rooted in regenerative theory and living systems thinking. Rather than imposing externally defined, hierarchical management models, it **seeks to create enabling environments for bottom-up, place-based, and continuously evolving governance**. This approach embraces uncertainty and complexity, emphasizing the co-design of systems that are adaptive, ethical, and relational.

Governance is thus not about control but about **cultivating the conditions for emergence, participation, and mutual care across all forms of life**. It foregrounds local potential, plural knowledge systems, and transformative roles among all actors — including non-human stakeholders such as ecosystems. The IGM therefore provides a framework that moves from extraction and linear planning to regeneration and circular co-creation — anchored in plural ontologies and systemic transformation.

This shift in roles and responsibilities invites a deeper reflection on how actors are organised and connected. The following section explores this through the project’s **Stakeholder Architecture**, introducing the 8-Helix Model as a tool for mapping, engaging, and aligning diverse contributors within a regenerative governance system.

¹⁰ Lederach, 2005

¹¹ Bellato et al., 2022



1.3. Stakeholder Architecture: the 8-Helix Model

The Integrated Governance Model (IGM) developed within the Regenera4MED project represents a foundational component of a regenerative tourism paradigm. It is anchored in a living systems worldview and operationalized through an innovative **8-Helix framework** that promotes a holistic, inclusive, and adaptive form of governance. This model transcends traditional stakeholder typologies by integrating both human and more-than-human actors, recognizing the interconnectedness of social, ecological, and cultural systems.

From the 5-Helix to the 8-Helix: A Regenerative Expansion

Where conventional models often employ the 5-Helix (comprising public authorities, businesses, academia, civil society, and environmental organizations), the IGM purposefully includes all these Helices, while also extending this to include residents, tourists and nature.

In the model, **residents** are acknowledged as long-term stewards of place, residents are vital to ensuring the continuity of local knowledge, culture, and custodianship. Their lived experiences and emotional investment in their territories form a cornerstone of regenerative strategies; **tourists** are reframed as co-creators and co-agents of regenerative transformation, tourists are not passive consumers but active contributors capable of making mindful choices, engaging in participatory experiences, and fostering reciprocal relationships with places and communities and **nature** is treated as a full stakeholder. This means that non-human life and ecosystems are considered active participants in tourism governance, not just passive resources.

By recognizing Nature in this way, the model moves away from human-centred decision-making and instead values the health and rights of ecosystems. This approach is based on ideas from local knowledge, ecology, and regenerative thinking, which all see humans as part of a larger web of life. Nature's interests are usually represented by providing a space to reflect on nature's rights.. It is important to note that a human will never be able to represent nature, but it is important to provide a space to represent it. Possible representatives make sure that decisions support long-term ecological health and respect natural systems.

By treating Nature as a stakeholder, the IGM promotes governance that is about care, responsibility, and working with—not just managing—the natural world and its carrying capacity.

Stakeholder Roles and Contributions

Each of the eight helices has specific functions that contribute to the regeneration of the tourism system. We hereunder specify each actor and its role in the integrated governance model.



Public Administrations & Agencies: Offer regulatory frameworks, strategic planning, and funding. This includes not only governmental bodies but also institutions managing parks, cultural heritage sites, and protected marine areas.

- **Example Actors:** Regional tourism boards, municipalities, heritage site managers, park authorities.
- **In Practice:** Lead zoning plans to protect natural and cultural sites; provide funding for regenerative tourism pilot projects; integrate regenerative tourism into regional development strategies.

SMEs in Tourism and Related Sectors: Act as drivers of local employment, innovation, and stewardship, delivering place-based regenerative experiences and supporting circular economies.

- **Example Actors:** Eco-lodges, tour operators, local craft producers, agritourism farms.
- **In Practice:** Co-design low-impact tourism experiences; host visitor education workshops on local traditions and ecology; implement circular practices like waste-to-resource systems.

Civil Society Organizations: Facilitate social inclusion, empowerment, and participatory democracy. They represent local values, mediate between stakeholders, and safeguard social equity.

- **Example Actors:** Local cooperatives, NGOs, cultural associations, community development trusts.
- **In Practice:** Organize community forums to voice resident concerns; mediate multi-stakeholder workshops; support social enterprises and inclusive tourism jobs.

Academic and Research Institutions: Provide rigorous analysis, monitor impacts, and co-develop knowledge with communities. They also play a key role in embedding evaluation tools and fostering innovation.

- **Example Actors:** Universities, research centres, sustainability labs
- **In Practice:** Conduct impact assessments and biodiversity monitoring; co-develop the RTJ Tool; facilitate training programmes on regenerative tourism with local actors.

Environmental and Cultural Associations: Lead in biodiversity conservation and cultural heritage protection. They monitor ecosystem health and promote place-specific narratives and regenerative values.

- **Example Actors:** Wildlife conservation NGOs, heritage preservation societies, marine protection networks.
- **In Practice:** Restore ecosystems affected by tourism; advise on carrying capacities and visitor flows; collect oral histories to integrate cultural narratives into tourism design.



Nature: Positioned not as a passive backdrop but as an active participant. Through this lens, natural systems are safeguarded and restored as co-beneficiaries and co-creators of value. Nature has their own voice and is often not represented.

- **Example Representation:** Environmental defenders, conservation biologists, local stewards
- **In Practice:** Serve as guardians of local ecosystems by informing governance decisions; advocate for rights of nature; monitor ecological thresholds and signal changes in system health.

Residents: Custodians of identity and place-based knowledge, they ensure continuity and legitimacy. Their involvement enhances social capital and nurtures trust.

- **Example Actors:** Local citizens, community elders, youth representatives
- **In Practice:** Share place-based knowledge during participatory planning; host cultural experiences for visitors; engage in storytelling and co-management initiatives. Also residents expressing their needs and aspirations that support well-being, dignity, and sense of home.

Tourists: Viewed as transient yet impactful participants, tourists are engaged through storytelling, rituals, and co-creative experiences that connect them to the regenerative vision of the territory (destination).

- **Example Actors:** Responsible travelers, repeat visitors
- **In Practice:** Participate in habitat restoration activities; support local businesses and co-create experiences; give feedback that informs adaptive governance.

The 8-Helix model is a foundational structure within the Integrated Governance Model that reflects the regenerative governance paradigm. Rather than organizing actors through static categories or top-down mandates, the model supports a dynamic, living-systems view of stakeholder engagement. Each helix—Public Authorities, SMEs, Civil Society, Academia, Environmental Associations, Residents, and Tourists and Nature—represents a relational **node that evolves and interacts in co-creative ways**. Tourists and residents are no longer seen as external or passive participants, but as integral agents capable of co-shaping regenerative outcomes through their behaviours, choices, and local involvement.



Figure 2 – representation of the 8 types of stakeholders that are taken into account in the Regenera4MED Integrated Governance Model.

© Source: own source.

It should be considered that, in general, **institutional actors are highly heterogeneous** in terms of size, geographic location (coastal or inland), and economic and social development. These include small inland communities, coastal tourist territories with significant seasonal fluctuations, historic villages, large industrialized urban areas, and metropolitan and provincial capitals. In community-based tourism models, local public institutions are actively involved in managing tourism resources and decision-making processes through various associative forms (such as service associations, consortia, and instrumental entities like Parks or Mountain Communities). A community-based approach would grant **local communities'** greater control over their tourism resources, ensuring that the economic benefits of tourism primarily remain with residents. There is the need to overcome the current reality, avoiding that the fragmentation of actors and the scale of networks could become dysfunctional. In general, strong local identity and range of tourism actors, from small family-run businesses to large-scale operators, should be considered.



A participatory governance model would be effective, as it would allow all stakeholders to actively contribute to the sustainable management of tourism resources in a regenerative way. **Stakeholders must include community groups supporting the management** of regional parks, where municipalities collaborate with trade associations, universities, and environmental organizations, traditionally addressing issues of internal costs and difficulties to generate consensus at the local level, a complexity that the regenerative approach aims to unravel.

This model aligns with regenerative theory by emphasizing **interdependence, emergent collaboration, and plural knowledge systems**. For example, civil society organizations are not treated as recipients of policy but as co-designers of place-based futures. SMEs are engaged not merely as service providers but as stewards of local culture and ecology. Similarly, tourists are reframed as guests and contributors—agents capable of nurturing positive impacts through mindful participation, while residents are regarded as long-term stewards of place and vital carriers of cultural continuity.

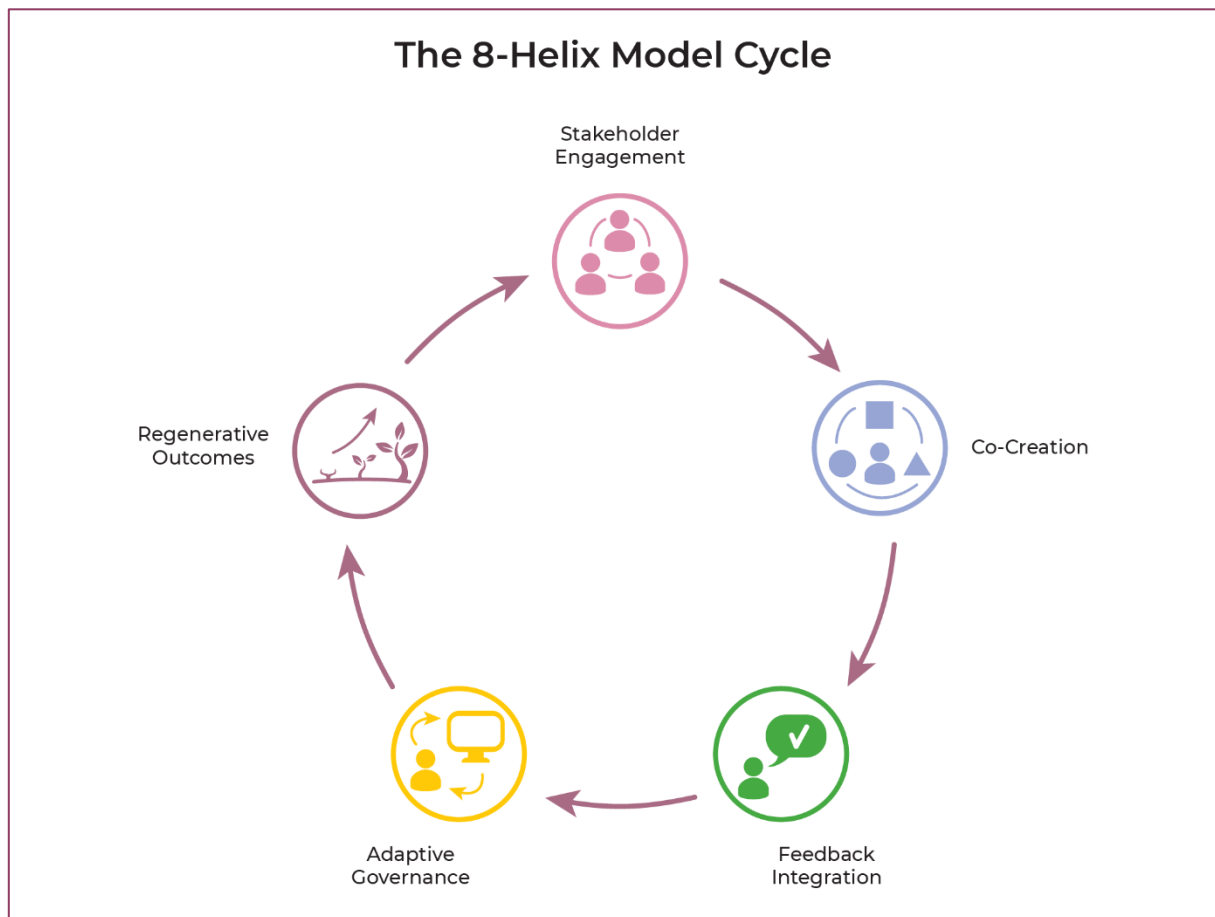


Figure 3 – The 8-Helix Model Cycle illustrates a continuous, collaborative process for achieving regenerative outcomes through stakeholder engagement, co-creation, feedback integration, and adaptive governance.

© Source: own source.



Importantly, this architecture operationalizes the theoretical approach by embedding the **principles of bottom-up design, shared stewardship, critical yeast dynamics, and continual learning**. It allows governance to unfold through **relationship, care, and adaptive co-creation**—not through hierarchical control. As such, the 8-Helix framework functions as both a map of collaboration and a medium for regenerative transformation.

A participatory governance model, involving all the stakeholders of the Octo Helix, helps in reaching an integrated territory with shared responsibilities and effective results.

1.4. Strategic and Policy Alignment

The Integrated Governance Model (IGM) represents a direct contribution to the Interreg Euro-MED Programme's Greener MED priority and specifically addresses Specific Objective RSO2.4: “Promoting climate change adaptation and disaster risk prevention, resilience, taking into account eco-system based approaches”. As a joint strategy developed through transnational cooperation, it aligns with and advances multiple EU strategic frameworks: EU Green Deal and Biodiversity Strategy 2030: The IGM supports the EU Green Deal and Biodiversity Strategy 2030 by promoting regenerative tourism practices that actively restore ecosystems, protect biodiversity, and reduce carbon emissions. It engages environmental stakeholders in conservation, applies nature-based solutions, and integrates ecological indicators into planning and monitoring processes.

- **Tourism Transition Pathway (TTP):** Aligned with the TTP, the IGM fosters inclusive, smart, and resilient tourism governance by empowering stakeholders, promoting sustainable SME development, and implementing tools like ESG dashboards and the RTJ Tool self-assessment to guide territories (destinations) through their transition toward a climate-smart tourism model.
- **Smart Specialization Strategies (S3):** The IGM operationalizes S3 by enabling territories to build tourism strategies around local cultural, natural, and economic assets, supporting innovation and specialization in regenerative tourism niches, and activating cross-sectoral collaboration through its 5-helix governance model.
- **Glasgow Declaration on Climate Action in Tourism:** In line with the Glasgow Declaration, the IGM embeds climate action into every governance phase by enabling tourism actors to measure emissions, adopt low-impact practices, and co-develop adaptive strategies for climate resilience, while fostering stakeholder commitment to net-zero tourism development. In addition, the Glasgow Declaration includes a line on Regeneration.



- **3rd United Nations Ocean Conference (UNOC3)** in Nice: The [“Agreements for a Sustainable Mediterranean”](#) promote cooperation among Mediterranean regions to address shared challenges and support climate resilience, sustainable tourism, and green development through coordinated commitments and policy alignment.
- **Cross-programmes synergies (e.g., Interreg Euro-Med, Erasmus +):** The IGM leverages methodologies and best practices from several EU-funded initiatives that have piloted innovative approaches to regenerative and inclusive tourism. The full list is included in the “Regenera4Med-CrossFertilisation-DataBase”. These include SMARTMED (strategic tourism planning), MPAEngage (participatory coastal governance), MPA4Change (Vulnerability Assessment, Citizen Science), Regenera Water Sport and ReSea Sports (inclusive regenerative tourism experiences), HIDDEN MED (heritage-based community tourism), and LIGURIATOURISM – [Regional Development of Western Liguria](#) , funded by the DG REFORM through the Technical Support Instrument (TSI). LIGURIATOURISM supports the sustainable transformation of the Western Liguria region through green and regenerative tourism strategies, in close collaboration with the Regional Government and the University of Genova.

Together, these synergies contribute to making the IGM a tested, integrated, and scalable governance model suitable for diverse regional contexts and capable of fostering innovation, stakeholder engagement, and long-term sustainability in tourism governance.

The following table summarizes these contributions.

EU Strategy/Initiative	How the IGM Contributes	Relevance to RSO2.4
EU Green Deal & Biodiversity Strategy 2030	Promotes active ecosystem restoration, protects biodiversity through tourism governance, and integrates ecological indicators into planning	Climate adaptation through nature-based solutions
Tourism Transition Pathway (TTP)	Fosters inclusive, smart, and resilient tourism governance by empowering all 8-Helix stakeholders in decision-making	Builds destination resilience through participatory governance
Glasgow Declaration on Climate Action in Tourism	Embeds climate action into every governance phase and enables tourism actors to co-develop adaptive strategies	Direct climate adaptation and mitigation focus



EU Strategy/Initiative	How the IGM Contributes	Relevance to RSO2.4
3rd UN Ocean Conference (UNOC3) Agreements	Supports Mediterranean cooperation on coastal resilience and sustainable tourism through tested governance approaches	Regional cooperation on climate resilience
Smart Specialization Strategies (S3)	Enables territories to build tourism strategies around local cultural, natural, and economic assets	Place-based adaptation and economic resilience

Table 1 – Integrated Governance Model Alignment with International Frameworks

The contribution to Euro-MED Programme Goals is through:

- 1. Transnational Cooperation:** Developed through collaboration among organizations from six Mediterranean countries, ensuring the methodology is adapted to diverse regional contexts.
- 2. Knowledge Transfer:** Builds on methodologies tested in previous EU-funded initiatives (SMARTMED, MPAEngage, ReSea Sports, HIDDEN MED, LIGURIATOURISM), creating a robust, integrated model.
- 3. Scalable Impact:** Designed for replication across Mediterranean territories, contributing to the programme's goal of a Greener Mediterranean through tourism transformation.
- 4. Stakeholder Empowerment:** Implements the programme's emphasis on multi-level governance by engaging public administrations, private sector, civil society, academia, and environmental organizations in joint strategy development.

The IGM operationalizes the Regenera4MED project mission of “Enhancing sustainable tourism” by providing a concrete governance framework that shifts Mediterranean tourism from extractive models to regenerative systems that enhance rather than deplete natural, cultural, and social capital.



2. Vulnerability assessment

2.1. Purpose and Rationale

Within the regenerative governance journey proposed by Regenera4MED, the **Socio-Environmental Vulnerability Assessment** represents an essential phase of orientation. This process does not merely diagnose risks; it illuminates the latent potential of places and helps align regenerative governance with the unique ecological, cultural, and socio-economic dynamics of each territory. It provides a systems-based diagnosis of territorial vulnerabilities and capacities, integrating climate, ecological, economic, and social dimensions.

The Assessment identifies **both visible and hidden pressure points**—including areas facing ecosystem degradation, social exclusion, economic dependency, or tourism over-intensification. These insights are synthesized into technical reports and cartographies, which serve as navigational tools in shaping place-based regenerative strategies. Crucially, these assessments guide the co-creation of regenerative tourism pathways by revealing both constraints and opportunities for restoration and flourishing.

The Vulnerability Assessment (VA) is a central tool in Regenera4MED for identifying the **ecological and social fragilities** of pilot destinations and transforming them into **actionable pathways** for regenerative tourism. Its purpose goes beyond diagnosing risks: it enables municipalities and stakeholders to understand where their territories are most exposed, where sensitivities are most acute, and what adaptive capacities already exist to counterbalance them.

Vulnerability is not treated as a static deficit but as a **capacity for transformation**. By reframing vulnerability as relational and dynamic, the VA highlights opportunities to strengthen resilience and design regenerative strategies that are rooted in place. This approach ensures that vulnerabilities linked to climate change, environmental degradation, and tourism pressures are systematically translated into informed decisions, governance innovations, and practical action plans.

The rationale for the VA is threefold:

1. **Evidence-based decision-making** – Municipalities need robust, comparable, and auditable evidence to prioritise interventions. The VA provides this through indicators, maps, and structured analysis that can guide budgets, planning, and implementation.
2. **Integration of knowledge systems** – Quantitative data (e.g., coastal erosion, socio-economic dependency) is complemented by local lived knowledge gathered through



interviews and workshops. This balance ensures that technical assessments resonate with community priorities and realities.

- 3. Foundation for regenerative action** – By surfacing where vulnerabilities overlap with opportunities, the VA becomes the entry point for designing Regenerative Tourism Action Plans. These plans include actions that enhance ecosystem preservation, strengthen community resilience, and foster sustainable tourism models.

In short, the VA ensures that tourism development contributes positively to both **ecological systems** and **local communities**, creating the conditions for long-term sustainability and regeneration.

To carry out the Vulnerability Assessment, it is necessary to contract an entity with expertise in socio-economic and environmental analysis—preferably a university, research centre, or specialized consultancy—with experience in integrated and participatory methodologies, as well as in Regenerative Tourism. The objective is to obtain a systematic, rigorous, and locally adapted diagnosis that allows for the identification of both vulnerabilities and regeneration capacities of each territory, in order to correctly and successfully implement a Governance Model and a Regeneration Tourism Programme (idea and knowledge generation).

2.2. Methodology

The **Vulnerability Assessment (VA)** for Regenera4MED is an essential first step in a regenerative governance journey. It is a systems-based analysis that moves beyond simply diagnosing risks to illuminating the unique potential of a place. The assessment should be systematic, rigorous, and locally adapted to identify both vulnerabilities and capacities for regeneration.

The VA can be adaptable but should follow a structured methodology that combines **indicator-based assessment** with **participatory validation**:

Suggested Indicator Framework:

Vulnerability should include three dimensions – **Exposure (E)**, **Sensitivity (S)**, and **Adaptive Capacity (A)**. To be more specific:

- **Exposure (E):** External pressures such as shoreline retreat, storm-surge frequency, heat-wave days, peak tourist flows, or drought indexes.
- **Sensitivity (S):** Fragile assets or groups, e.g., protected habitats in exposed zones, share of elderly in flood-prone areas, tourism seasonality or dependency ratios.



- **Adaptive Capacity (A):** Local ability to respond, including the existence of climate adaptation plans, availability of protective infrastructure, active community networks, budget allocations, and emergency protocols.

The formula that is suggested to be used is:

$$V = \frac{E \times S}{A + \epsilon}$$

Indicator Selection:

Indicators are chosen based on four criteria: (i) relevance to municipal decision-making, (ii) reliable and open data availability, (iii) comparability across pilots, and (iv) compactness to avoid duplication. Typical measures include coastal erosion, heat-wave days, tourism dependency, protected habitats in risk zones, local emergency protocols, and adaptation budgets.

Participation:

Targeted interviews and/or a **mini-workshop** is recommended to be conducted to validate indicator choices, surface local priorities, and contextualise results. Stakeholder input is captured as tentative SWOT statements and action ideas, which are then tested against the indicator evidence.

Each territory needs to define the indicators that are relevant to them.

Diagnosis and Action Translation:

Results are synthesised into tables, and a clear place-based diagnosis. A concise, evidence-based SWOT analysis is produced, followed by a shortlist of **5-7 prioritised actions** per pilot. These actions are framed with responsible actors, time horizons, feasibility notes, and monitoring indicators.

Output:

Final validated VA report, action plan, and monitoring matrix.

The Vulnerability Assessment is a compact process that transforms social and environmental - tourism related data into actionable insights for territories. It requires both technical rigour and participatory skills. Companies delivering it will be enabling destinations to take concrete steps towards regenerative tourism and climate resilience. The report will be integrated as the first part of a **Local Strategic Plan for Regenerative Tourism**.



3. Governance process in practice

3.1. Purpose and Rationale

This governance process is designed to support the emergence of pilot regenerative tourism proposals in the Mediterranean territories (destinations). Rather than imposing a predefined model, the process invites the community to shape its own vision and pathways by reconnecting with the unique identity of the place, healing its social and ecological fractures, and activating collaborative local leadership. The process will be implemented in the pilot areas of Regenera4MED but is created to be used for any other territory willing to implement the model.

The process seeks to build not only plans, but capabilities — the kinds of collective skills, relationships, and mindsets that allow a community to take responsibility for its future. These include:

- **Deep place-based awareness:** the ability to read the ecological, cultural and historical uniqueness of the territory
- **Systemic thinking:** understanding tourism not in isolation, but in relation to local livelihoods, ecosystems, and social dynamics
- **Regenerative agency:** the capacity to see and act from a sense of contribution to the vitality of the whole
- **Dialogic governance:** skills in listening, facilitation, collective decision-making and distributed leadership

The process is built through a multi-session participatory structure that combines three essential ingredients:

1. **A critical yeast group** – a small, diverse group of key people from the territory who are trusted, curious, and able to connect across differences, sometimes embedded in a local network node. They act as catalysts, helping to guide and energize the process from within, connecting community and networks among them.
2. **Multi-level coordination** – instead of relying on a single central authority, the process distributes leadership and decision-making across different levels (local, regional, sectoral), connecting competences and ensuring everyone plays a meaningful role based on their context and influence.
3. **Multi-stakeholder participation** (8 helix) – tourism touches many areas of life, so the process includes people from different sectors: public administration, private business, education, culture, civil society, farmers, youth, and others. Think of this as weaving



together different “ingredients” that, when combined, create a whole that is more resilient and intelligent than the sum of its parts. Once the different communities and networks are interlinked in complementarity, we start articulating the local regenerative tourism ecosystem.

In simple terms, this governance method helps:

- Small groups of key people initiate change (like yeast)
- Different sectors and networks work together (like ingredients in a recipe)
- Decisions grow in alignment across scales (like a healthy ecosystem)

By bringing these elements together, the process helps communities:

- Create space for dialogue of the diversity of voices without requiring full consensus
- Activate a group of key local actors with shared purpose
- Coordinate action while respecting the autonomy of each level and role

This approach is essential for regenerative tourism to take root. Regeneration is not a fixed model to be implemented, but a living process of relationship-building, pattern recognition, and adaptive collaboration. It requires a governance culture that is inclusive, reflective, and grounded in the specific identity of each place. This is the ground from where regenerative tourism germinates.

Through this process, communities move from being “consulted” to becoming active stewards of transformation.

3.2. In practice

This document is intended as a foundation for those engaged in developing regenerative tourism ecosystems. It outlines a governance structure and offers examples of session plans designed to support communities in shaping their own regenerative tourism strategies.

It is not a recipe, nor a fixed model to be applied everywhere in the same way. In regenerative development, the first and most essential step is always to know your place and your people — to begin with what is alive, unique, and already present. Each process must grow from that ground. For this reason, it is recommended to work with an experienced regeneration practitioner — not to provide ready-made solutions, but to hold the conditions in which local potential can be revealed and cultivated.

The process begins with Session 0, which sets the foundation and identifies the key people who will form the *critical yeast*. The following five sessions are designed to guide this diverse group through a



shared journey: reconnecting with place, exploring the history of tourism, and progressively shaping a draft strategy for a regenerative tourism ecosystem. Each session includes a general description with a clear goal, and the plans are presented in detail to demonstrate the coherence of the process while inspiring locally adapted pathways in each territory. There are many activities proposed, these are typical facilitation methodologies and further information could be found under the following resources:

- [Facilitation tools and techniques](#)
- [Library of facilitation techniques](#)

It's highly recommended to adapt the session's design to the local context and the group culture, otherwise a lack of listening could induce a lack of trust. It is also possible to merge some sessions depending on the local context.

Note that Annex 1 has a description for a facilitator's main skills to be able to develop the regenerative tourism integrated model in a way that is aligned with regenerative concepts and values. In addition, Annex 2, provides a detailed plan for each session, allowing the facilitator to use an already thought-through approach to establishment of the governance model.

Session 0 | Formation of the Critical Yeast Group

Estimated duration: 2h

Schedule: Weekday, morning or evening, depending on participants' availability / at the time most convenient for the participants.

Place: Municipality hall or Tourism office — any site that is easy, available and accessible

Participants: Regenera4MED technical team

- 1-2 key representatives from the local public administration (e.g. economic development, sustainability, tourism)
- 1-2 prominent representatives from the local tourism sector
- 1-2 respected civil society or ecologist movement agents

Note: These participants may only take part in this session unless they are selected to become part of the critical yeast group.

General description: This session is aimed at forming the *critical yeast group*, the small, diverse and respected group of people who will help guide and energize the governance process. More



information: [The Theory of Critical Yeast \(Lederach, 2005\)](#) This group is the seed that initiates the collective journey and ensures the inclusion of multiple perspectives from the beginning.

The critical yeast is composed of individuals who, regardless of formal position, sometimes leading organizations or networks and some others more informal, are seen as connectors, listeners, and agents of change in their community. They must reflect the diversity of the place and be capable of navigating tensions constructively.

The group is designed not to act in isolation, but as the first activation point of a broader governance architecture grounded in:

- **Multi-level coordination** – connecting grassroots and networks, local administration, regional planning and sectoral actors;
- **Multi-stakeholder collaboration** – bringing together voices from all parts of the local ecosystem, based on the 8-helix approach used in regenerative tourism: public administration, private sector, academia and research, civil society organisations, cultural and creative actors, environmental stewards, educators, and youth or future generations.

This zero session lays the foundation for weaving together these layers — starting from a focused, committed core (the yeast) that will gradually activate a broader critical mass of collaboration.

Session objectives:

- Understand what the critical yeast group is and what role it will play.
- Agree on the selection criteria for the composition of the critical yeast
- Map the local diversity of stakeholders and perspectives.
- Brainstorm candidate names or profiles.
- Decide how and when invitations will be made for Session 1.

General selection criteria:

- Diversity in gender, age, origin, neurodiversity, and social background
- Representation from the 8-helix of regenerative tourism: public administration, private sector, academia and research, civil society organisations, cultural and creative actors, environmental stewards, educators, and youth or future generations
- Individuals respected locally, with good listening and dialogue skills
- People engaged or affected by real tensions in tourism or place-based development
- Commitment to attend all five sessions and contribute actively

Outputs:

- List of agreed selection criteria for people that will be part of the 8-Helix
- Draft map of ecosystem actors of the territory that are part of the 8-Helix
- Candidate list or profile descriptions



- Action plan for outreach and confirmation

Once the critical yeast group is formed and confirmed, they will be invited to participate in **Session 1 – Story of Place**, the first step of the collective governance process.

Session 1 | Story of Place: Reading the Essence of the Place

Estimated duration: 2h

Schedule: Weekday, morning or evening, depending on participants' availability / at the time most convenient for the participants.

Place: Choose a space that resonates with the memory and identity of the town — ideally symbolic, meaningful, and nurturing for dialogue.

Participants: Regener4med technical team and **10 to 15 participants** from the 8 helix sectors identified during Session 0 as the **critical yeast**.

Session Objective: Reconnect with the deep and evolving identity of the municipality; present the **vulnerability assessment** output; explore how the uniqueness of the place has shaped its social, cultural and economic life; and lay the foundations for imagining a regenerative tourism model.

General description: This session invites participants to reconnect with the deep and evolving identity of their municipality by exploring its “*Story of Place*.” Through dialogue, memory-sharing, and collective mapping, the group uncovers the natural, cultural, and historical patterns that have shaped the town — from its pre-human state to the present day. We reflect on what made this place unique: the natural forces that defined it, why people first settled here, and how its landscape has influenced culture, economy, and identity over time. The session also includes the presentation of the vulnerability assessment and prepares the ground for reimagining the role of tourism based on the essence of the place.

Guiding questions:

- *What was this place like before humans arrived?*
- *What natural forces, species, and patterns defined it?*
- *Why did the first inhabitants choose to settle here?*
- *How has the place shaped the culture, economy, and identity of those who live here?*
- *What is the deeper purpose or role of this place within the wider territory?*



Outputs:

- Shared understanding of place identity and historic patterns
- Collective timeline or visual map of local transformation
- First articulation of key tensions, memories, and place-based qualities
- Emotional and relational grounding of the group

Preliminary scheduling of Sessions 2–5, based on participant availability and shared commitments

Session 2 | Story of Tourism: Impacts and Learnings

Estimated duration: 2h

Schedule: Weekday, morning or evening, depending on participants' availability / at the time most convenient for the participants

Place: A location that helps illustrate changes related to tourism in the town

Participants: Regenera4MED technical team and the critical yeast group

Session Objective: Uncover the local story of tourism as a complex and evolving phenomenon. Reflect on how it has shaped — and been shaped by — the place, and explore regenerative alternatives grounded in the values revealed in Session 1.

General description: This session explores the history of tourism in the municipality from a systemic perspective. It invites participants to collectively recall memories, identify critical transformations, and reflect on how tourism has altered relationships between people and place. Rather than evaluating tourism only through benefits and impacts, the session helps the group see it as a dynamic force — shaped by and shaping the local culture, economy, and ecology. This awareness sets the stage for imagining a regenerative future rooted in the uniqueness and essence of the place.

Guiding questions:

- *How did tourism emerge in this municipality, and why?*
- *What roles has it played over time (economic, cultural, ecological)?*
- *How has it influenced relationships between people and place?*
- *What has it displaced, transformed, or regenerated?*
- *What deeper patterns and assumptions underlie its current form?*



Outputs:

- Collective visual timeline of tourism evolution
- Key insights about tourism's relational and systemic impacts
- Initial set of regenerative principles or values
- Emotional continuity and connection to the essence of place

Session 3 | Shared Purpose and Strategic Lines

Estimated duration: 2h

Schedule: Weekday, morning or evening, depending on participants' availability / at the time most convenient for the participants

Place: A location proposed by participants or even hosted in one of their spaces to deepen trust and intimacy.

Participants: Regenera4MED technical team and the critical yeast group

Objective: Agree on a shared purpose for regenerative tourism in the municipality and co-define strategic lines that provide direction and clarity for future action.

General description: This session marks a turning point in the governance process, moving from exploration to direction-setting. Building on the identity of the place (Session 1) and the systemic history of tourism (Session 2), the group will work with a first draft of a shared purpose for regenerative tourism, and 3–5 strategic lines proposed by the technical team. The goal is not to start from scratch, but to refine and energize a proposal grounded in what has emerged so far. To support the strategic work, participants are introduced to a simple model of the five types of capital — natural, human, social, cultural, and built/financial — to help ensure the strategies are holistic and regenerative.

Guiding reflection: "What would it mean for tourism to truly serve this place — across generations, ecosystems, and communities?"

Outputs:

- A collectively refined draft of the purpose statement
- Improved, clearer, and more meaningful strategic lines
- Mapping of which capitals each line engages
- Emerging sense of collective direction and energy



Session 4 | Specific Objectives and Shared Leadership

Estimated duration: 2h

Schedule: Weekday, morning or evening, depending on participants' availability / at the time most convenient for the participants.

Place: A location proposed by participants or even hosted in one of their spaces to deepen trust and intimacy.

Participants: Regenera4MED technical team and the critical yeast group.

Objective: Translate each strategic line into 3–5 specific, actionable objectives and identify members of the critical yeast group willing to take responsibility or offer support for each.

General description: This session shifts the group from purpose and strategy into grounded action. Based on the shared purpose and strategic lines developed in Session 3, participants will define concrete objectives that make regeneration tangible. These objectives will form the basis for a pilot regenerative tourism proposal rooted in the territory. In parallel, the session activates shared leadership — recognizing that transformation happens when committed individuals take responsibility, not when everything is planned in advance. Leadership here is distributed, relational and adaptive, not positional.

Outputs:

- A set of specific objectives linked to each strategic line
- Visual map of potential actions and capital regeneration
- Identified stewards and supporters for many objectives
- Strengthened sense of agency and shared responsibility

Session 5 | Coordination and Next Steps

Estimated duration: 2h

Schedule: Weekday, morning or evening, depending on participants' availability / at the time most convenient for the participants.

Place: A location proposed by participants or even hosted in one of their spaces to deepen trust and intimacy.

Participants: Regenera4MED technical team and the critical yeast group



Objective: Establish coordination mechanisms for the implementation of the defined objectives, confirm leadership roles, and co-design a pathway for opening the process to wider community involvement — as the beginning of a longer-term regenerative journey.

General description: This final session of the governance phase marks both an ending and a beginning. It concludes the participatory design process developed with the critical yeast group and opens the way for a new chapter: the articulation of a regenerative tourism ecosystem led by local actors. From now on, the group is invited to step into deeper leadership, shaping the transformation of tourism in their municipality with authenticity and ambition.

The Regenera4MED project will continue to support this evolution through the Regeneration Tourism Programme. The next sessions and actions will be determined by the group itself, aligned with the strategies and objectives developed in previous sessions. The goal is to move beyond planning into prototyping — making regenerative tourism tangible and rooted in place.

Outputs:

- A shared coordination structure and meeting rhythm aligned with dynamic governance principles
- Confirmed stewarding roles and short-term action commitments for each strategic line
- A plan for expanding participation through multi-helix, multi-level engagement
- Agreed tools and conditions for collaboration (platforms, rhythms, protocols)
- Collective closure of the governance phase and activation of the Regeneration Tourism Programme

3.3. Co-created Outputs and Action Plan

This section presents the concrete strategic outputs that are expected to be generated through the participatory governance process, structured as a complete action plan ready for implementation. These elements constitute the joint strategy developed through the 8-Helix stakeholder engagement process.

Co-Created Strategic Framework

Shared Purpose Statement in each destination (pilot): developed in Session 3 through collective refinement.

- [Example]: “To cultivate a tourism ecosystem that regenerates our coastal and cultural heritage, strengthens community resilience, and welcomes visitors as co-stewards of our territory's vitality”.



Strategic Lines (3-5 priority areas): co-defined in Session 3, each linked to regeneration of specific capitals. For example:

- Strategic Line 1: Regenerate natural ecosystems and biodiversity through tourism stewardship
- Strategic Line 2: Strengthen local economies and circular value chains
- Strategic Line 3: Revitalise cultural heritage and community identity
- Strategic Line 4: Build adaptive governance and collaborative leadership
- Strategic Line 5: Design transformative visitor experiences and education

Specific Objectives and Actions: developed in Session 4, with assigned leadership

Strategic Line	Specific Objective	Priority Actions	Responsible Steward(s)	Timeframe	Capital Regenerated
Natural regeneration	Restore 2 key coastal habitats by 2027	1. Establish community monitoring programme 2. Design visitor participation in restoration 3. Create habitat protection guidelines	Environmental association + Tourism SME	18-24 months	Natural, Social
Natural regeneration	Reduce tourism water consumption by 30%	1. Audit current water use 2. Implement water-saving technologies 3. Visitor education campaign	Public administration + Hospitality businesses	12 months	Natural, Built/Financial
Local economies	Increase local procurement to 60%	Map local producers Create supplier network Develop procurement guidelines	Tourism association + agricultural cooperative	12-18 months	Built/Financial, Social
Cultural vitality	Document and integrate 3 traditional practices	Oral history collection Experience co-design with elders Training for local guides	Cultural association + Youth group	12 months	Cultural, Human
Adaptive governance	Establish quarterly multi-helix forum	Design participation protocol Launch pilot forum Create feedback system	Critical Yeast Group + Municipality	6 months	Social, Human



Strategic Line	Specific Objective	Priority Actions	Responsible Steward(s)	Timeframe	Capital Regenerated
Transformative experiences	Pilot 3 regenerative tourism experiences	Co-design experience concepts Test with small visitor groups Refine based on feedback	Experience designers + Local hosts	12-18 months	All five capitals

Table 2 – Example of Specific Objectives and Actions Resulting from the Governance Strategy

Stakeholder Engagement Results

Developed through active participation of the following stakeholder groups.

Helix	Number Engaged	Engagement Format	Key Contributions
Public Administrations	3-5 per pilot	Vulnerability Assessment review	Regulatory frameworks, strategic alignment
Tourism SMEs	4-8 per pilot	All governance sessions, action planning	Practical implementation, business models, visitor engagement
Civil Society Organizations	3-6 per pilot	Critical Yeast formation, workshops	Social equity, community representation, mediation

Table 3 - Representation Example

Implementation and Coordination Structure

Established in Session 5

1. Governance Rhythm

- Monthly working groups per strategic line
- Quarterly multi-helix coordination meetings
- Annual strategy review and adaptation

2. Leadership Distribution

- Strategic Line stewards (volunteer-based, rotating)
- Critical Yeast Group as coordination core
- Municipal focal point for administrative support



3. Monitoring Framework

- Quarterly progress on specific objectives
- Annual capital regeneration assessment
- Continuous feedback integration

This structured yet adaptive action plan ensures the strategy moves from co-creation to implementation, with clear accountability, timeframes, and mechanisms for continuous learning and adaptation.

Overall, the summary outputs include:

Tangible results:

- A co-created purpose statement for regenerative tourism anchored in the identity and needs of the place
- 3–5 strategic lines with corresponding objectives and priority actions
- A shared coordination model based on dynamic governance principles, with clearly distributed and evolving leadership roles
- A trusted critical yeast group representing diverse sectors and social positions based on the 8-helix model
- A documented journey (minutes, maps, visuals) available for use in future projects or communication

Acquired collective capabilities:

- Strengthened relational capital: deeper connections and trust among diverse local actors
- Improved facilitation, listening and dialogue capacities within the community
- Greater clarity on how to identify and work through tensions or conflicts constructively
- Increased ability to think systemically about place, tourism, and change
- Practical experience with distributed leadership and adaptive coordination
- A stronger sense of shared responsibility and agency in shaping the local future

Emerging potential:

- The possibility to open the governance circle progressively to wider groups and multilevel stakeholders through the strategic lines
- An active network of place-based leaders ready to take initiative and respond to challenges
- A living governance culture rooted in regeneration, inclusion, and co-evolution — inspired by frameworks like Sociocracy 3.0 and *Reinventing Organizations*, which favor trust-based, role-flexible and consent-oriented models



- A foundation for future cross-territorial exchanges with other Mediterranean territories engaged in Regenera4MED
- Recognition that this governance phase is only the beginning — the next step is for the critical yeast group to take increasing leadership in articulating a local regenerative tourism ecosystem that extends beyond the scope of the Regenera4MED project
- The Regenera4MED technical team will continue to accompany this next phase through the Regeneration Tourism Programme, ensuring guidance and support toward the co-creation of a regenerative tourism pilot
- Future sessions and processes will be shaped by the group's evolving needs and next steps, allowing for flexibility and co-ownership of the path forward

This process sets the basis for a long-term shift in how tourism is imagined and governed — not as a sector isolated from local life, but as a pathway for community vitality, ecological care, and cultural expression.



4. Conclusions

The Integrated Governance Model developed under the Regenera4MED project is a validated joint strategy and action plan for transitioning Mediterranean tourism territories and beyond toward regenerative futures. It is not merely a planning tool, but a cultural and political shift in how tourism is governed: from extractive and siloed to participatory, place-based, and life-enhancing.

Key takeaways include:

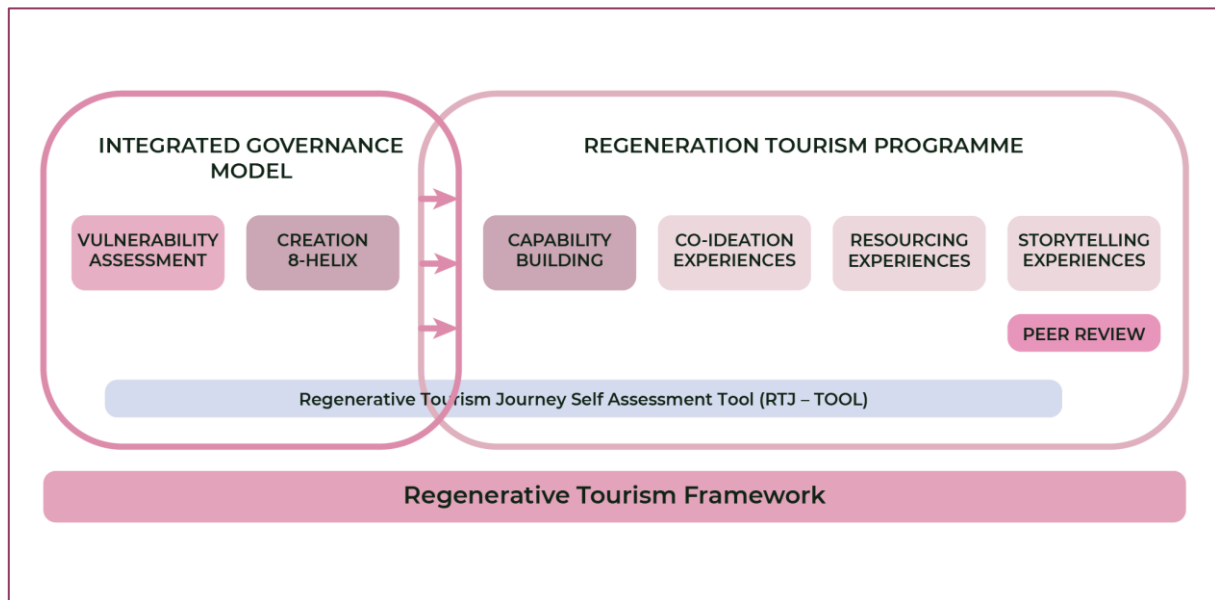
- **Theoretical and Ethical Foundation:** The IGM is grounded in regenerative theory, systems thinking, and decolonial perspectives. It shifts the focus from managing tourism impacts to co-creating net-positive outcomes for human and more-than-human communities.
- **Operational Framework – The 8-Helix Model:** Expanding traditional governance models, the 8-Helix structure embraces eight stakeholder types—public administrations, SMEs, civil society, academia, cultural and environmental organizations, residents, tourists, and nature. This inclusion of nature and tourists as active stakeholders represents a radical rethinking of roles and responsibilities in tourism systems.
- **Governance as Process, not Structure:** The IGM emphasizes governance as a living, adaptive, and relational process. Rather than fixed hierarchies, it favors distributed leadership, dynamic coordination, and critical yeast strategies to seed systemic transformation from within.
- **Alignment with EU and International Strategies:** The IGM supports and extends key strategic frameworks such as the EU Green Deal, Biodiversity Strategy 2030, the Tourism Transition Pathway, Smart Specialization Strategies (S3), and the Glasgow Declaration. It also builds on methodologies tested in EU-funded projects like SMARTMED, MPAEngage, ReSea Sports, and HIDDEN MED.
- **Capacity Building and Regeneration Tourism Programme:** Through its co-creative participatory sessions, the IGM builds local capabilities in strategic thinking, regenerative leadership, and collaborative action. These processes empower communities to take ownership of their futures, aligning tourism development with ecological care, cultural continuity, and social equity.
- **Scalability and Transferability:** While rooted in local identity and complexity, the model offers a flexible methodology applicable to diverse Mediterranean contexts. Its open, modular nature enables adoption beyond the project's pilot areas, making it a valuable reference for other territories pursuing regenerative governance.



In sum, the IGM offers more than a governance framework: it cultivates the cultural and relational infrastructure necessary to regenerate tourism from the inside out. It marks a decisive step toward a more just, inclusive, and ecologically rooted future for Mediterranean territories —and potentially, for tourism systems worldwide.

The Integrated Governance Model is the first part of a journey towards putting a regenerative tourism model in practice. After a governance structure is established, the community can start working on the Regeneration Tourism Programme to co-create a system that helps emerge regenerative experiences.

The validation of this output through pilot testing ensures it is not merely a theoretical exercise, but a practical governance instrument ready for adoption by Mediterranean territories committed to transforming tourism from an extractive industry to a regenerative force.



The Integrated Governance Model is the first part of a journey towards putting a regenerative tourism model in practice. After a governance structure is established, the community can start working on the Regeneration Tourism Programme to co-create a system that helps emerge regenerative experiences.



Annexes

Annex 1 – Briefing Template for Hiring External Expertise to Conduct the Vulnerability Assessment

As part of the execution of the Integrated Governance Model for Regenerative Tourism, which establishes a set of activities for the practical implementation of the conceptual and methodological framework of the Mediterranean Regenerative Tourism model, X, as responsible of the pilot destination X, must implement the development of a comprehensive Vulnerability Assessment (VA) in the pilot destination. This analysis will make it possible to identify the main ecological and social vulnerabilities and strengths of each territory, with the aim of grounding regenerative tourism strategies.

The Socio-Environmental Vulnerability Assessment is an essential orientation phase within the regenerative governance journey. This process illuminates the latent potential of places and helps align regenerative governance with the unique ecological, cultural, and socio-economic dynamics of each territory. The assessment provides a systems-based diagnosis of territorial vulnerabilities and capacities, integrating climate, ecological, economic, and social dimensions. It identifies visible and hidden pressure points, including areas facing ecosystem degradation, social exclusion, economic dependency, or tourism over-intensification. These insights are synthesized into technical reports and serve as navigational tools for shaping place-based regenerative strategies.

The Vulnerability Assessment is a central tool for identifying the ecological and social fragilities of pilot destinations and transforming them into actionable pathways for regenerative tourism. Vulnerability is not treated as a static deficit but as a capacity for transformation. By reframing vulnerability as relational and dynamic, the VA highlights opportunities to strengthen resilience and design regenerative strategies that are rooted in place.

The rationale for the VA is threefold:

- Evidence-based decision-making: The VA provides robust, comparable, and auditable evidence to guide budgets, planning, and implementation.
- Integration of knowledge systems: Quantitative data is complemented by local lived knowledge gathered through interviews and workshops, ensuring that technical assessments resonate with community priorities and realities.
- Foundation for regenerative action: By surfacing where vulnerabilities overlap with opportunities, the VA becomes the entry point for designing Regenerative Tourism Action Plans



To carry out the Vulnerability Assessment in the pilot territory, it is necessary to contract an entity with expertise in socio-economic and environmental analysis—preferably a university, research centre, or specialized consultancy—with experience in integrated and participatory methodologies, as well as in Regenerative Tourism. The objective is to obtain a systematic, rigorous, and locally adapted diagnosis that allows for the identification of both vulnerabilities and regeneration capacities of each territory, in order to correctly and successfully implement a Governance Model and a Regeneration Tourism Programme (generation of ideas and knowledge).

Second – Object and Tasks

The object of the contract is the provision of technical support services for the realization of a Comprehensive Vulnerability Assessment in the selected pilot territory. This assessment must make it possible to obtain a systematic and rigorous diagnosis of the vulnerabilities and regeneration capacities of the territories, with the aim of grounding regenerative tourism strategies adapted to the local context.

The methodology consists of four main phases:

Phase 1: Kick-off and Onboarding

- Clarify scope, roles, and calendar.
- Confirm access to datasets, licenses, and ethics protocols.
- Set up project workspace and acceptance points.
- Establish territorial scope and stakeholders to be engaged.
- Establish the role of RTJ Tool within the evaluation (i.e. for the interviews).

* Note that the RTJ tool is a tool of Regenerative Self-Evaluation created by the Regenera4MED project.

Output: Project charter, plan, and initial alignment.

Phase 2: Indicator System and Data Collection

- Build the indicator framework for Exposure, Sensitivity, and Adaptive Capacity (ESA).
- Select and validate indicators against criteria of relevance, data availability, and comparability.
- Collect and normalize data to a 0–1 scale.
- Conduct lean participation: ~6 interviews per pilot + 1 workshop to validate and contextualize.
- The RTJ tool will serve as a baseline for the validation and monitoring of the pilots.

Output: Shortlist of indicators and preliminary data maps.



Phase 3: Diagnosis and Action Prioritisation

- Compute vulnerability maps using the formula $V = (E \times S) / (A + \epsilon)$.
 - **Exposure (E):** External pressures such as shoreline retreat, storm-surge frequency, heat-wave days, peak tourist flows, or drought indexes.
 - **Sensitivity (S):** Fragile assets or groups, e.g., protected habitats in exposed zones, share of elderly in flood-prone areas, tourism seasonality or dependency ratios.
 - **Adaptive Capacity (A):** Local ability to respond, including the existence of climate adaptation plans, availability of protective infrastructure, active community networks, budget allocations, and emergency protocols.
- Integrate quantitative outputs with stakeholder knowledge.
- Draft a place-specific SWOT analysis including RTJ Tool parameters.
- Identify and co-prioritise 5–7 key actions per pilot, with clear rationale, actors, and timelines.

Output: Draft diagnosis, vulnerability maps, prioritised actions.

Phase 4: Handover and Action Plan Development

- Package results into bilingual briefs (maps, tables, short narrative).
- Deliver a Starter Regenerative Tourism Action Plan (v1.0) for each pilot.
- Provide reusable geodata and monitoring tools so municipalities can update results independently.
- Ensure quality assurance, ethics compliance, and transferability of outputs.

Output: Final validated VA report, action plan, and monitoring matrix.

The methodology consists of four main phases. This service must be materialized in a technical document in editable and designed format. The report will include an executive summary, the detailed report, and a synthesis sheet of the vulnerability analysis with the most relevant and visual information. The report will be integrated as the first part of a Local Strategic Plan for Regenerative Tourism.

The offer must contain, at least, five sections:

- Presentation of the entity
- Proposal of the work methodology
- Curriculum vitae of the experts who will be directly involved
- Similar work carried out for the proposed assignment



Annex 2 – Profile of facilitator for the Governance Sessions

Position: Regenerative Tourism Facilitator

Programme: Regenera4MED – Integrated Governance Model for Regenerative Tourism

Location: Region to be filled in

Duration: Project-based, aligned with governance sessions and local engagement needs

Role Purpose: The Regenerative Tourism Facilitator will lead participatory governance processes that support Mediterranean destinations in transitioning toward regenerative tourism models. The facilitator will design and guide multi-stakeholder sessions, ensuring inclusive participation, shared leadership, and the emergence of regenerative strategies rooted in the essence of place.

Key Responsibilities

- Facilitate the implementation of the Integrated Governance Model (IGM) governance sessions.
- Design and deliver up to 6 participatory workshops based on regenerative tourism theory and frameworks.
- Support the formation and nurturing of “critical yeast” groups that catalyse systemic change.
- Ensure balanced participation of the 8-Helix stakeholders (public administrations, SMEs, civil society, academia, cultural/environmental associations, residents, tourists, and nature).
- Apply participatory methods such as world café, design thinking, appreciative inquiry, and storytelling to facilitate dialogue and co-creation.
- Guide the development of shared narratives and strategies that connect local identity, cultural heritage, and ecological regeneration.
- Manage group dynamics, mediate conflicts, and foster collaborative trust among diverse actors.
- Document processes, outcomes, and lessons learned to support monitoring, transferability, and policy alignment.

Qualifications and Knowledge

- Advanced knowledge of regenerative tourism or regenerative development.
- Familiarity with living systems thinking, complex adaptive systems, and multi-helix governance models.
- Understanding climate crises and planetary boundaries.
- Awareness of cultural and ecological heritage values, including local and community-based knowledge systems.



Skills and Competencies

- Experience in facilitation of multi-stakeholder or community processes.
- Experience in participatory and co-creative methodologies
- Strong interpersonal and communication skills, with the ability to foster trust and dialogue across diverse groups.
- Competence in conflict resolution, mediation, and consensus-building.
- Ability to design and deliver structured workshops with clear objectives and outcomes.
- Strong narrative and communication skills, including the ability to articulate regenerative tourism principles in accessible ways.
- Fluency in English; proficiency in the local Mediterranean language of the territory



Annex 3 – Governance Sessions in Detail

This Annex provides an example of a detailed session for each one of the Integrated Governance sessions. This is an example for practitioners. One should note that each facilitator is the one who will judge what is best according to the local conditions. In addition, facilitators are able to merge two sessions in one if needed.

Session 0 | Formation of the Critical Yeast Group

Time	Title	Description
0:00–0:10	Welcome and Introduction	Facilitator welcomes participants and outlines the purpose of the meeting. Introduces the governance model and connects it to the broader project vision. Suggested framing: “We’re here to design a group that can help guide this project from the inside — people who care about this place and can represent its complexity with care and creativity.”
0:10–0:30	Introducing the Critical Yeast Group	Explains the yeast metaphor and its relevance to governance: why we begin small and relational, and how this group interacts with other layers and helices. Visual aids: yeast metaphor diagram, layered ecosystem model. Emphasize connections between this group and the broader 8-Helix structure could be used.
0:30–0:50	Mapping Local Ecosystem	<ul style="list-style-type: none"> Facilitated brainstorm session to identify which groups, sectors, lived experiences, and tensions should be represented in the governance process. Some guiding questions could be: <ul style="list-style-type: none"> <i>Which silent, invisible, or ignored voices — if absent — would leave this process fundamentally incomplete?</i> <i>Where do the most uncomfortable tensions around tourism show up — and who carries them most intensely?</i> <i>If we only invite the “usual suspects,” who will be left out, and what part of the truth of this place will remain unheard?</i> <i>Who, from the margins or unexpected edges, is already signaling the future that we are not yet able to read?</i> <p>Method: post-its or shared digital board. Tool: 8-Helix visual clusters. Goal: make system diversity visible and name it</p>
0:50–1:20	Defining Selection Criteria	Group dialogue to co-define what kinds of people are needed. Discuss values, qualities, and representational balance.



Time	Title	Description
		Output: visible, editable list of criteria (e.g. lived experience, trust, cross-sector reach). Used to guide selection of group members.
1:20–1:40	Identifying Profiles	Brainstorm possible profiles or real individuals for the group and check their alignment with the agreed criteria. Examples: “a young migrant entrepreneur”, “a retired local historian”, “a local hotel cleaner with 20 years’ experience”. Ensure alignment with diversity and representation goals.
1:40–2:00	Next Steps and Coordination	Plan the logistics of outreach and invitations. Assign roles for contacting candidates, and identify support needed. Conclude the session. Decide: who invites whom; what support is offered (e.g. childcare, transport, translation). Wrap-up: confirm Session 1 date; final round: “One word about how you feel starting this journey.”



Session 1 | Story of Place: Reading the Essence of the Place

Time	Title	Description
0:00–0:20	Welcome, Introductions and Framing	<p>Facilitators welcome the critical yeast group and introduce this as the official start of the participatory governance process for regenerative tourism. They explain the overall structure of the process: five co-creation sessions, each with a distinct focus but building on each other. These sessions are not isolated workshops, but part of a dynamic journey that aims to generate a shared purpose, strategic priorities, and leadership for regenerative tourism aligned with the identity and uniqueness of the place.</p> <p>Participants are reminded that they have been invited as key local voices representing diverse sectors and perspectives, and that their role is to help shape the process from the inside, not just provide feedback. The facilitators clarify the expectations for participation: active listening, constructive contributions, commitment to attend all sessions, and willingness to connect with others beyond their immediate field or interest.</p> <p>A brief overview of the Regenera4MED project is offered, highlighting its Mediterranean-wide ambition to create place-based regenerative tourism models through inclusive, multi-level governance. The role of the critical yeast group is positioned as the vital seed for this transformation.</p> <p>Personal introductions follow: name, current role or affiliation, and connection to the place.</p> <p>Check-in prompt: “Share your name, your connection to this place, and one word that describes how you’re arriving today.” Check-in prompt: “Share your name, your connection to this place, and one word that describes how you’re arriving today.”</p>
0:20–0:35	Small Group Icebreaker – Personal Connection	<p>In groups of 3–4, participants respond to: “What is one personal story or memory that connects you to this place?”</p> <p>Aim: build emotional connection and surface diverse perspectives. Each person shares for 3–4 minutes without discussion.</p>
0:35–0:45	Framing: What Is a Story of Place?	<p>Brief explanation of the “Story of Place” concept: not a linear history but a way to uncover patterns, qualities, and relationships across time. Introduce metaphors (e.g. biography of the land).</p> <p>Visual: Layered timeline with natural, cultural, and social evolutions</p>
0:45–1:30	Plenary Dialogue – Mapping the Place’s History	<p>Facilitators guide an open exploration:</p> <ul style="list-style-type: none"> • What key events, cycles, or transformations shaped this place? • What has endured? What has disappeared? • What tensions or turning points were significant?



Time	Title	Description
		Use timeline or map with post-its, drawings, or markers. Allow space for diverse experiences, emotions, and contradictions.
1:30–1:45	Harvesting Patterns and Place Essence	<p>Facilitators help identify:</p> <ul style="list-style-type: none"> • Recurring themes, values, and images • The deeper “character” or vocation of this place • What makes it distinct in the region or bioregion
1:45–2:00	Reflection and Preparation for Next Session	<p>Closing round:</p> <ul style="list-style-type: none"> • “What stood out to me in today’s stories?” • “How does tourism today relate to — or contradict — the identity of this place?” <p>Facilitators then invite participants to help co-schedule the next four sessions of the governance process. Use a printed or digital calendar to review possible dates, ideally maintaining weekday evenings for consistency and accessibility. Participants are asked to confirm availability, suggest adjustments, and note any constraints (e.g. caregiving, holidays, work shifts).</p> <p>Make clear the commitment expected across the five sessions and the importance of continuity for trust, creativity, and coherence. Offer support mechanisms where needed (transport, childcare, interpretation, etc.).</p> <p>Suggested prompt: “Looking at the next few weeks, what time frames work best to schedule the next four sessions and continue this process together?”</p> <p>Facilitators record the agreed or preferred options and commit to sharing a confirmed schedule shortly after the session.</p> <ul style="list-style-type: none"> • “What stood out to me in today’s stories?” • “How does tourism today relate to — or contradict — the identity of this place?” <p>Preview: Next session will explore the history and transformation of tourism in this place, and how it can evolve to align with its core values.</p>



Session 2 | History of Tourism: Impacts and Learnings

Time	Title	Description
0:00–0:15	Welcome and Framing	Facilitators reconnect the group with Session 1 insights. Framing tourism not as a sector, but as a relational dynamic that interacts with the place’s identity and essence. Prompt: “What do you think this place has offered — or lost — through tourism?”
0:15–0:35	Small Group Warm-Up: Memory Fragments	In groups of 3–4, participants share: <ul style="list-style-type: none"> • “What’s the first memory or story you remember about tourism here?” • “How have you personally experienced changes brought by tourists or tourism infrastructure?” Aim: evoke lived experiences rather than debate
0:35–1:05	Plenary Timeline: A Living History of Tourism	Facilitators co-create a visual timeline with the group: <ul style="list-style-type: none"> • Identify key events, shifts, crises, policies, and emotional milestones • Use drawings, post-its, and emotional annotations (e.g. tension, pride, joy, resistance) Visual support: timeline or layered map (paper or digital)
1:05–1:30	Systems Reflection: Patterns and Polarities	Step back and observe: <ul style="list-style-type: none"> • What cycles or contradictions have emerged (e.g., welcome/rejection, growth/decline)? • How has tourism affected ecological and social relationships? • Use polarity maps or simple system diagrams to uncover dynamics
1:50–2:00	Closing Reflection	Final round: “What part of this story do I want to carry forward?” Facilitators introduce that Session 3 will focus on co-creating a purpose for regenerative tourism, drawing from the stories and patterns surfaced so far



Session 3 | Shared Purpose and Strategic Lines

Time	Title	Description
0:00–0:10	Welcome and Framing	<p>Check-in and session orientation. Brief recap of the previous sessions’ key insights. Emphasize that today we begin shaping a collective direction.</p> <p>Suggested prompt: “What would it mean for tourism to truly serve this place?”</p>
0:10–0:25	Introduction to Strategic Thinking and the Five Capitals	<p>Facilitators introduce how to think strategically in a regenerative way:</p> <ul style="list-style-type: none"> • A strategic line is a guiding axis that connects the shared purpose to meaningful areas of collaborative work. It is not a fixed objective or a pre-designed project, but a living direction that enables local actors to align their actions and decisions over time. • In regenerative practice, strategic lines are meant to be spacious, adaptable, and inspirational. They serve to clarify intention, invite participation, and ensure that the work remains coherent with the place’s uniqueness. <p>Facilitators explain that a helpful way to guide strategic thinking is through the Five Capitals Framework — a simple tool that helps communities reflect on what needs to be nurtured, repaired, or regenerated through tourism:</p> <ul style="list-style-type: none"> • Natural Capital – ecosystems, water, soil, biodiversity, and landscapes • Human Capital – people’s capacities, skills, health, and learning • Social Capital – relationships, trust, collaboration, and civic cohesion • Cultural Capital – identity, traditions, language, memory, and creative expression • Built/Financial Capital – infrastructures, business models, and local economies <p>Participants are encouraged to use these capitals as lenses to ask:</p> <ul style="list-style-type: none"> • “What kinds of value does this strategic line regenerate or strengthen?” • “Which capitals have historically been neglected or degraded in our territory?” • “How can tourism become a tool to repair or reweave these?” <p>This framing helps ensure that strategic lines are not only visionary but also holistic, activating a systemic and multidimensional understanding of what regenerative transformation might require.</p>
0:25–0:50	Presentation of Draft Purpose and Strategic Lines	<p>The technical team shares a preliminary purpose statement (1–2 sentences) and 3–5 draft strategic lines. Clarify that this is a working draft to be shaped by the group.</p>



Time	Title	Description
		<p>Visual: poster or shared document everyone can annotate</p> <p>Groups of 3–4 discuss:</p> <ul style="list-style-type: none"> • What feels aligned in this draft? • What is missing or unclear? • What words or ideas could be added or changed? • Are the strategic lines clear and concrete? <p>One note-taker per group records suggestions</p>
0:50–1:10	Collective Synthesis	<p>Groups report back. Facilitators capture:</p> <ul style="list-style-type: none"> • Common patterns and convergences • Points of tension or divergence • Suggestions for clarity, energy, and inclusiveness <p>Use whiteboard or sticky notes to cluster edits</p>
1:10–1:30	Purpose Refinement and Validation	<p>As a group, co-edit the purpose statement:</p> <ul style="list-style-type: none"> • Don't aim for perfect wording — focus on meaning and feeling • Invite powerful phrases, metaphors, or symbolic language <p>Prompt: "If this were read aloud to the whole town, would it inspire?"</p>
1:30–1:45	Strategic Lines Deep Dive	<p>Mini-groups (one per strategic line) work to:</p> <ul style="list-style-type: none"> • Clarify the intention of each line • Suggest refinements or rewording • Identify potential first steps or relevant actors <p>Invite each group to consider: "Which types of capital does this line activate or regenerate?"</p> <p>Encourage holistic thinking: strategic lines should aim to regenerate multiple forms of capital, not just address short-term outputs.</p> <p>Round of reflections: "What part of today's purpose or strategy resonates most with me?"</p> <p>Facilitators explain that a refined version of the purpose and strategic lines will be shared in advance of Session 4 for final feedback and activation.</p>



Session 4 | Specific Objectives and Shared Leadership

Time	Title	Description
0:00–0:10	Welcome and Context Setting	<p>Facilitators recap the validated purpose and strategic lines. Briefly outline the goal of today’s session and the importance of balancing clarity with adaptability.</p> <p>Suggested check-in: <i>“What energy do I want to bring into this phase of making things real?”</i></p>
0:10–0:25	Framing: From Strategy to Objectives	<p>Introduce what makes a good regenerative objective:</p> <ul style="list-style-type: none"> • Specific and clear, but not overly rigid • Aligned with the shared purpose • Achievable within the scope of the programme • That unblocks dysfunctionalities or that enable to gain new capabilities in the RT ecosystem. • Designed to regenerate one or more of the five capitals <p>Explain that these objectives are not final commitments but living invitations to explore possible actions. Present a few examples if helpful. These are some possibilities:</p> <ul style="list-style-type: none"> • Strengthen Natural Capital Within the next six months, design, and pilot a community-led programme to monitor and regenerate a local water source, ensuring tourism contributes to ecological vitality rather than extraction. • Grow Human Capital Develop a peer-learning circle where tourism workers, residents, and small business owners share knowledge and skills around regenerative practices, so that capacity builds collectively instead of being outsourced. • Activate Social Capital Create one shared space (physical or digital) where different helices — farmers, cultural actors, youth, public officials — can regularly meet to exchange perspectives, unblock tensions, and weave trust. • Regenerate Cultural Capital Integrate local rituals, stories, and traditional practices into visitor experiences in a way that honors their depth and strengthens intergenerational memory, not just as marketing. • Evolve Built/Financial Capital Prototype a local regenerative fund, seeded with contributions from tourism activities, that reinvests in ecosystem restoration, cultural initiatives, and community resilience projects.



Time	Title	Description
		<p>These examples are Specific, aligned with shared purpose, achievable, unlocking dysfunctions and linked to the Five Capitals.</p> <p>IMPORTANT — Reinforce the concept of distributed leadership: leadership is about stepping into responsibility where there are energy and care — not about titles or expertise. Anyone who feels called can contribute.</p>
0:25–0:55	Affinity Group Work: Defining Objectives	<p>Participants break into small groups (one per strategic line):</p> <ul style="list-style-type: none"> Propose 3–5 objectives that could advance the line Use simple language to define the why and the what Optionally sketch ideas or actions that relate to each <p>Tools: printed templates or large sheets with columns: Objective Intention Potential actions Capital(s) regenerated.</p>
0:55–1:15	Gallery Walk and Peer Feedback	<p>Each group posts their objectives on the walls or digital board. All participants walk around and read:</p> <ul style="list-style-type: none"> <i>What’s inspiring?</i> <i>What’s unclear or missing?</i> <i>Where do we see overlap or potential collaboration?</i> <p>Use sticky notes or coloured dots for feedback.</p>
1:15–1:35	Leadership Activation Round	<p>Facilitators open space for:</p> <p>Individuals to express interest in “stewarding” one or more objectives</p> <p>Offers of support, contacts, or ideas</p> <p>Make explicit that stewarding doesn’t mean doing everything but holding care and initiative. Encourage pairs or mini-teams where possible.</p>
1:35–2:00	Collective Reflection and Wrap-up	<p>Closing circle prompts:</p> <ul style="list-style-type: none"> <i>“What objective do I feel most drawn to?”</i> <i>“What support would help me step into action?”</i> <p>Facilitators summarize:</p> <ul style="list-style-type: none"> What happens next: the objectives will be compiled and refined Session 5 will focus on coordination, implementation steps, and widening participation.



Session 5 | Coordination and Next Steps

Time	Title	Description
0:00–0:10	Welcome and Framing	Facilitators set the tone for this transitional session. While it closes one phase, it opens the door to a self-organized, locally led process with continued accompaniment. Prompt: <i>“What will help me stay engaged and step into shared responsibility?”</i>
0:10–0:30	Recap of Objectives and Steward Roles	Visual recap of: Shared purpose and strategic lines Objectives and actions from Session 4 People who expressed interest in stewardship roles Invite clarifications, additions, or new expressions of support.
0:30–0:50	Designing the Coordination Structure	Open co-creation of how the group wants to organize this next phase of regenerative tourism activation. This includes designing a coordination system that reflects the group's values, builds trust, and enables continued progress beyond the governance phase: Define the rhythm and means of communication (e.g., WhatsApp, regular calls, shared digital spaces) Explore light roles for maintaining coherence across strategic lines (e.g., point people, meeting stewards, storytelling roles) Discuss formats for coordination (monthly gatherings, rotating facilitation, async updates) Introduce the idea of dynamic governance (drawing on practices such as Sociocracy 3.0 and <i>Reinventing Organizations</i>): Coordination structures should be flexible, role-based, and evolving Roles can rotate and adapt to energy, capacity, and interest Decisions can be made using consent and iterative learning, not strict hierarchies Reminder: This structure is not fixed — it’s a living system that can evolve as the group learns and grows Suggested output: co-created sketch of a coordination map, meeting rhythm, and shared tools Rhythm of communication (e.g., WhatsApp group, regular calls, shared folders) Light structure for maintaining coherence across strategic lines



Time	Title	Description
		<p>Reference to dynamic governance: flexible roles, evolving responsibilities, consent-based decisions</p> <p>Sketch a simple coordination flow or draft calendar.</p>
0:50–1:15	Growing the Circle	<p>Explore how to bring others into the process by applying a multi-level and multi-helix approach:</p> <p>Reflect on the 8-helix model (Public Administrations & Agencies, SMEs in Tourism and Related Sectors, Academic and Research Institutions, Civil Society Organizations, Environmental and Cultural Associations, Residents, Nature, and Tourists) and identify which helices are underrepresented in the current group.</p> <p>Consider different levels of engagement — local individuals, associations, institutions, and regional actors — who could play a role in each strategic line.</p> <p>Ask: Who else has knowledge, influence, or commitment to contribute to each area of work?</p> <p>Discuss inclusive outreach methods (public events, storytelling, targeted invitations) and values that should guide participation (equity, mutual respect, transparency).</p> <p>Emphasize that growth should be intentional and regenerative, building coherence and trust while embracing diversity.</p> <p>Output: draft plan for expanding engagement across helices and levels, and initial invitations or actions to welcome new participants.</p> <ul style="list-style-type: none"> • <i>Who else could contribute to each strategic line?</i> • <i>What inclusive practices and principles do we want to keep alive?</i> • <i>What local events or public spaces could invite wider involvement?</i> <p>Output: initial plan for outreach and engagement</p>
1:15–1:35	Short-Term Planning	<p>Participants break into small groups based on strategic line or function to activate the immediate phase of implementation:</p> <ul style="list-style-type: none"> • Identify 2–3 concrete next steps that can be taken in the next 4–6 weeks • Clarify who will take the lead on each step and who will support • Discuss what conditions would make these steps easier (e.g., time, funding, connections, tools) • Ensure that all objectives are covered by at least one committed person or group • Capture dependencies between lines (i.e., where coordination is needed across strategies)



Time	Title	Description
		<p>Facilitators support groups with a simple planning worksheet that includes: objective, action step, timeframe, lead/contact person, needed support, and type(s) of capital the step contributes to (based on the Five Capitals framework)</p> <p>Final reflection prompts:</p> <ul style="list-style-type: none"> • “What am I taking forward from this process?” • “What is one step I commit to in the coming weeks?” <p>Facilitators thank the group and explain:</p> <ul style="list-style-type: none"> • The governance phase is complete — and the Regeneration Tourism Programme begins • The technical team will support implementation, coordination, and experimentation • The next session will be proposed based on the group’s evolving agenda <p>Optional: simple symbolic closure (e.g., weather forecast, short sentence round, local story)</p>

Post-session follow-up (by the technical team):

- Governance summary document (purpose, strategic lines, objectives, roles)
- Coordination calendar and collaborative tools
- Draft onboarding plan for new participants
- Outline of the next steps in the Regeneration Tourism Programme



Annex 4 - The Helix revolution and the octuple helix

This annex introduces the Helix Revolution, the shift from linear innovation models to multi-helix (N-tuple) collaboration and explains why the Octuple Helix is particularly useful for conceiving, testing, and scaling regenerative tourism pilots within the Regenera4MED governance process. It is written as a practical reference for facilitators, public officers, and local actors to use throughout workshops and decision points.

1. From Triple to N-tuple (the “Helix Revolution”)

Helix theory views innovation and governance as co-evolution among societal spheres.

- **Triple Helix:** university-industry-government (knowledge, markets, regulation).
- **Quadruple Helix:** adds civil society / culture & media, anchoring legitimacy, participation, and meaning.
- **Quintuple Helix:** adds the natural environment, aligning action with ecological limits.
- **N-tuple Helix:** extends the model as needed to represent additional actors that materially shape adoption, accountability, and learning (e.g., NGOs, residents...).

This evolution is not a buzzword ladder; it's a fit-for-purpose architecture. We expand the helix only when it improves explanation and execution in a specific place.

2. Why the Octuple Helix for regenerative tourism

Regenerative tourism must serve place identity, community vitality, and ecosystem health, and it must be locally led. In Mediterranean contexts, pilots are more likely to succeed when eight distinct, yet complementary spheres are engaged explicitly:

1. **Public Administration** – mandate, policy alignment, enabling conditions
2. **Private Sector** – execution capacity, business models, market channels
3. **Academia & Research** – data, evaluation, methods, long-term learning
4. **Civil Society Organizations** – watchdog role, territory defenders
5. **Culture & Creative Actors** – identity, narratives, visitor experience quality
6. **Nature** – ecological limits, restoration pathways
7. **Residents** – legitimacy, equity, lived experience
8. **Tourists** – external knowledge

Making these eight helices visible and intentional turns diversity into coordinated agency. It protects pilots from capture (e.g., purely commercial or purely administrative logics) and grounds decisions in culture and ecology, not just revenue.



3. Rigor & humility

Triple/Quadruple/Quintuple helices are well established; Octuple is a context-driven extension used when media dynamics, NGOs, youth, culture, and environmental stewardship are all material to adoption and legitimacy, as is typical in regenerative tourism. Use the Octuple Helix transparently: justify why eight are needed here and keep revisiting whether each helix is adding value.

The Octuple Helix turns stakeholder diversity into a working governance engine, one capable of generating, testing, and evolving regenerative tourism pilots that are credible, viable, and rooted in place.



Annex 5 - “Critical Yeast” as the engine of octuple-helix governance

This annex deepens the concept of “critical yeast” (John Paul Lederach) and explains how it enables a shift from multi-actor diversity to critical mass within an Octuple-Helix governance setting for regenerative tourism.

1. What “critical yeast is:

“Critical yeast” names a small, diverse, trusted constellation of people whose influence is disproportionate to their size. Like yeast in dough, they do not command the system; they change its conditions—the quality of relationships, the stories people live by, the thresholds of what feels possible—so that new patterns of behaviour emerge and spread. Their power is relational (trust, legitimacy, meaning) rather than positional.

2. Core capacities

1. Listening & bridging across differences (interests, identities, sectors).
2. Sense-making of tensions and opportunities (pattern recognition).
3. Seeding & stewarding small, safe-to-try pilots that invite wider participation.
4. Narrating meaning, so others see themselves in the change (legitimacy).

3. Why it matters for regenerative tourism

Regenerative tourism depends on place identity, community vitality, and ecosystem health. This requires consent, legitimacy, and learning, all of which arise faster when a critical yeast holds the centre of the process and invites others in through concrete pilots rather than abstract plans.

4. How critical yeast interfaces with the Octuple Helix

The Octuple Helix clarifies *who* must be in the room; critical yeast clarifies *how* transformation starts and spreads.

Eight helices (who):

1. Public administration - 2. Private sector - 3. Academia & research - 4. Civil society - 5. Culture & creative actors - 6. Nature - 7. Residents - 8. Tourists

Yeast design (how):

- Composition: 10–15 people drawn across the eight helices, selected for trust, listening, and connector roles, not formal rank.



- Function: hold shared purpose, make sense of inputs, co-create pilot hypotheses, and shepherd early tests.
- Legitimacy link: each yeast member remains anchored in their helix (two-way communication), preventing capture by a single logic (administrative or commercial).

5. *From yeast to critical mass: the underlying dynamics*

Critical mass is reached when a regenerative way of seeing and acting becomes self-reinforcing, when the new pattern is easier to adopt than to resist. Critical yeast catalyses this transition through four intertwined dynamics:

1. **Bridging density:** They thicken bridging ties across otherwise separated groups (public, private, civic, cultural, ecological, educational, youth). As the density of respectful cross-boundary ties rises, coordination costs fall and cooperation becomes thinkable.
2. **Sense-making coherence:** They help the place's actors recognize shared patterns, constraints, potentials, and the "story of place." Coherence does not erase difference; it orients it. People begin to pull in the same direction without unanimity.
3. **Legitimacy cascades:** Because they are trusted across identities, their signals travel. Doubt gives way to permission ("we can do this here"), and early adopters find cover to move. This is how consent grows before formal consensus.
4. **Narrative resonance.** They translate technical aims into meaning, what changes, for whom, and why it matters to this place and its ecosystems. When narratives resonate, they reduce social friction and create appetite for participation.

These dynamics are non-linear: effects compound. At first, change looks invisible; then it looks inevitable.

6. *Why "critical yeast" needs the Octuple Helix, and vice versa*

The Octuple Helix clarifies the full composition of societal intelligence needed in regenerative tourism (public administration, private sector, academia & research, civil society, culture & creatives, environmental stewards, education & training, youth/future generations). Critical yeast is the field catalyst inside that plural composition.

- **Completeness of voice:** Octuple-helix diversity prevents capture by a single logic (administrative, commercial, or activist). Yeast turns that diversity into constructive tension that produces insight, not deadlock.
- **Translation across logics:** Yeast members carry dual legitimacy (within their helix and across helices). They convert data into meaning, values into criteria, ecological limits into design constraints, so that different forms of knowledge cooperate.



- **Energy, not bureaucracy:** Octuple Helix gives “the who”; yeast provides “the why now”. It animates the structure, ensuring governance is a living engine rather than an empty organigram.

7. *Why this matters for regenerative-tourism pilots*

Regenerative tourism scales when a place’s core value domains move from isolated efforts to a self-reinforcing pattern. *Critical yeast*, working inside an Octuple-Helix field, creates the social and narrative conditions for that pattern to take hold: legitimacy accumulates, trust lowers coordination costs, and learning becomes collective rather than expert-bound. As these effects compound, pilots shift from “promising projects” to shared norms, i.e., critical mass.

Practically, this means the yeast helps align purpose and action across domains (see next annex on the Five Capitals) without front-loading technical detail here: ecological truth informs design, community experience guides priorities, meaning anchors commitment, and resources follow what demonstrably serves the whole. The result is a governance engine where diversity turns into coherent agency, and pilots gain enough momentum that the regenerative option becomes the least-resisted, most natural way to do tourism in place.

8. *Conditions that preserve catalytic power (non-operational, conceptual)*

- **Diversity with integrity:** Difference is essential; performative diversity is corrosive.
- **Proximity to reality:** Yeast stays close to lived experience and ecological limits; it resists abstraction and ideology.
- **Narrative sobriety:** Avoid hype; credibility grows from truthful accounts of constraints, trade-offs, and results.
- **Reciprocity:** Influence flows two ways, from and back to each helix, so uptake is owned, not sold.

Critical yeast is the inner metabolism of Octuple-Helix governance. It converts plural stakeholders into coherent agency, allowing regenerative ideas to tip into critical mass; not by decree, but by changing the social field until the regenerative option becomes the most natural thing to do.



Annex 6 - The Five Capitals as the value logic of “Critical Yeast” within octuple-helix governance

1. Why capitals?

In regenerative practice (Regenesis/Carol Sanford), the Five Capitals describe the *functional health of a living place*. They are not mere “stocks” to be tallied, but domains of performance that co-evolve. A change is regenerative only when it improves one capital without degrading the others and, ideally, makes later improvements easier, the hallmark of compounding value. This annex deepens what each capital means and shows how it interrelates with the Octuple Helix (who holds which voices) and the critical yeast (the small catalytic group that turns diversity into critical mass).

2. What the capitals really are:

• Natural Capital

The integrity and performance of living systems: water cycles, soils, habitats, species relationships. In a regenerative view, nature is not a backdrop or constraint to be “managed,” but the source of design intelligence. When Natural Capital improves, a place’s *carrying functions* (e.g., filtration, shade, pollination, quiet, dark skies) strengthen, expanding what becomes possible elsewhere.

• Human Capital

The distinctive capabilities and judgment of people: skills, health, craft, stewardship, creative confidence. Headcount isn’t capability. Regeneration grows *place-specific* mastery (what this place uniquely needs and can teach), so that know-how is owned locally and improves with use.

• Social Capital

The quality of relationship in a place: trust, norms of reciprocity, fair-process governance, the ability to coordinate across difference. Social Capital lowers transaction costs and risk; it converts permission into collective will. Without it, even good designs stall.

• Cultural Capital

The identity and meaning of a place: languages, memory, arts, rituals, and the evolving *Story of Place*. Culture tells people what “good” means *here*. When Cultural Capital is honored, change feels like continuity with essence, not imposition.

• Built/Financial Capital

The artifacts and flows that can speed or scale what the other capitals make true: tools, infrastructure,



spaces, and money. In a regenerative logic, this capital is an amplifier and steward, not a substitute: it is “aimed” to protect, extend, and compound Natural, Human, Social and Cultural value.

Co-evolution principle: A gain that depletes another capital is non-regenerative. The work is to design mutual enhancement, so improvements in one domain lower the effort needed in the next.

3. How capitals, helices and the yeast interrelate

The Octuple Helix names the *voices and responsibilities* a place needs in the room: public administration, private sector, academia & research, civil society, culture & creatives, environmental stewards, education & training, youth/future generations. Each helix tends, by role and competence, to steward different facets of the capitals:

- Environmental stewards ground Natural;
- Culture & creatives hold Cultural meaning and expression;
- Education & youth develop Human capability and renewal;
- Civil society cultivates Social legitimacy and fair process;
- Public administration and private sector *aim* Built/Financial to serve the whole;
- Academia & research underwrite epistemic quality across all.

This mapping is not a silo. It is a way to negotiate trade-offs in shared language: when one helix argues for an investment, others can ask how it *amplifies* (not replaces) the capitals they steward.

The critical yeast is the inner metabolism of this system. Drawn from across helices, it operates in the *relational field*:

- it makes sense of tensions in capital terms (so conflicts become design intelligence);
- it orients narratives, so benefits are understood as *benefits to the whole*;
- it protects against substitution (e.g., using money or branding to mask ecological or cultural loss);
- and it signals legitimacy, inviting wider participation until new patterns become self-reinforcing, the passage from diversity to critical mass.

4. A short illustration (how compounding feels in practice)

Imagine a coastal town reframing “quiet, dark nights” as a Natural function worth restoring. Lighting design and mobility tweaks (Built/Financial) are *aimed* to serve that function; local guides and artisans develop Human skills around night-sky interpretation; Cultural storytelling reconnects residents and visitors with seasonal rhythms; Social norms adjust through fair rules co-created with hospitality and neighbors. No single intervention “wins” alone; together they lower each other’s barriers, so that what began as a niche pilot becomes the *easiest, most natural* way to host life in that place.



The Octuple Helix ensures the *right voices* are present; the Five Capitals supply the *value logic* that keeps action honest and compounding; the critical yeast catalyses the field so these elements cohere. When the three work together, regenerative tourism stops being a project and becomes a living pattern, one that can grow to critical mass without losing the integrity of place.



Annex 7 — Story of Place as the generative ground for critical yeast, the octuple helix, and the five capitals

1. Why “Story of Place”?

In regenerative development (Regenesi Group), Story of Place is not marketing, heritage collage, or destination branding. It is a rigorous reading of a place’s essence, the long arc of biophysical forces, living systems, and human cultures co-evolving, so that present action serves the role this place is uniquely suited to play within larger landscapes and communities. It turns “context” into direction.

2. What Story of Place is

Every place has its own voice and a role in the health of its watershed and food shed, its cultures and its economies. To hear it, we don’t inventory assets; we read patterns, how geology and water shape soils and species, how climate sets rhythms, how settlement, craft, language, and ritual co-evolve. Seen this way, place is a living system whose relationships generate possibilities.

From this reading emerges a generative brief, direction from the place itself. It doesn’t dictate projects; it clarifies the vital functions to restore or enhance and the qualities any action here must embody. The brief becomes design intelligence: it filters ideas, resolves trade-offs, and asks whether a proposal makes the place more itself within its larger landscape.

This is orientation, not nostalgia. The Story of Place honors memory while facing forward, integrating science, lived experience and meaning. It gives the Octuple Helix a common horizon, offers the Five Capitals a shared value logic so they co-evolve rather than compete, and equips the critical yeast with a credible narrative that others can recognize and join.

3. How it relates to the Octuple Helix (who holds the story)

The Octuple Helix names the voices a place needs to read and carry its story credibly:

- Environmental stewards surface biophysical truths (flows, limits, restoration pathways).
 - Culture & creative actors articulate meaning and identity, giving language to essence.
 - Education & youth renew the story so it belongs to the next generation.
 - Civil society holds legitimacy and equity, ensuring no voice is erased.
 - Public administration & private sector commit to enabling conditions and models that serve the story, not the other way around.
 - Academia & research keep epistemic quality—linking evidence to narrative.
- Story of Place thus binds the helices into a shared orientation: different logics, one direction.



4. *How it grounds the Five Capitals (what counts as value)*

Story of Place specifies what improvement means here, so the Five Capitals co-evolve rather than compete:

- **Natural:** names the functions to restore (e.g., shade, filtration, habitat connectivity).
- **Human:** points to distinctive capabilities worth cultivating (craft, stewardship, local sciences).
- **Social:** clarifies norms of fair process that match local ways of cooperating.
- **Cultural:** carries the meanings that make change feel like continuity with essence.
- **Built/Financial:** aims assets and finance to amplify the other capitals in service of the story. Without Story of Place, capital gains drift; with it, they compound around a shared, place-specific purpose.

5. *How the critical yeast uses the Story (how change takes hold)*

The critical yeast, a diverse and trusted small group, works like the inner metabolism of governance. It translates the Story of Place into a shared, legitimate purpose across the helices; it reframes tension as design intelligence, asking whether proposals truly fit the story. By seeding truthful narratives: “this change is ours, not a copy-paste”, it lowers social friction. As more people recognize themselves in the story, consent accumulates and permission becomes momentum, letting pilots tip from experiments into critical mass.

6. *What Story of Place prevents (typical distortions)*

- **Brand-before-essence:** Leading with slogans or campaigns instead of the place’s role and realities. Outcome: trendy but fragile projects, disconnected from ecology and culture.
- **Asset lists without patterns:** Cataloguing attractions (beach, festival, viewpoint) without seeing how they relate. Outcome: scattered actions that don’t add up.
- **“Less harm” as the whole plan:** Only mitigating impacts, with no positive role to grow into. Outcome: small fixes, no momentum or meaning.
- **Siloed expertise:** Data without story, heritage without ecology, finance without stewardship. Outcome: technically sound pieces that fail as a whole.

What the Story does instead: anchors decisions in essence and role, so branding serves reality, assets are woven into patterns, mitigation is paired with a positive function, and expert knowledge works together.

Story of Place is the generative ground: it orients the Octuple Helix around a shared role, supplies the value logic that lets the Five Capitals compound, and gives the critical yeast the narrative energy to turn diversity into coherent agency. With this ground in place, regenerative tourism stops being an add-on and becomes the most natural expression of the place fulfilling its purpose.



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List of figures

Figure 1– The Integrated Governance Model (seen in the image as governance), is the first part of a journey towards putting a regenerative tourism model in practice. After a governance structure is established, the community can start working on the Regeneration Tourism Programme to co-create a system that helps emerge regenerative experiences.10

Figure 2 – representation of the 8 types of stakeholders that are taken into account in the Regenera4MED Integrated Governance Model.17

Figure 3 – The 8-Helix Model Cycle illustrates a continuous, collaborative process for achieving regenerative outcomes through stakeholder engagement, co-creation, feedback integration, and adaptive governance.18



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