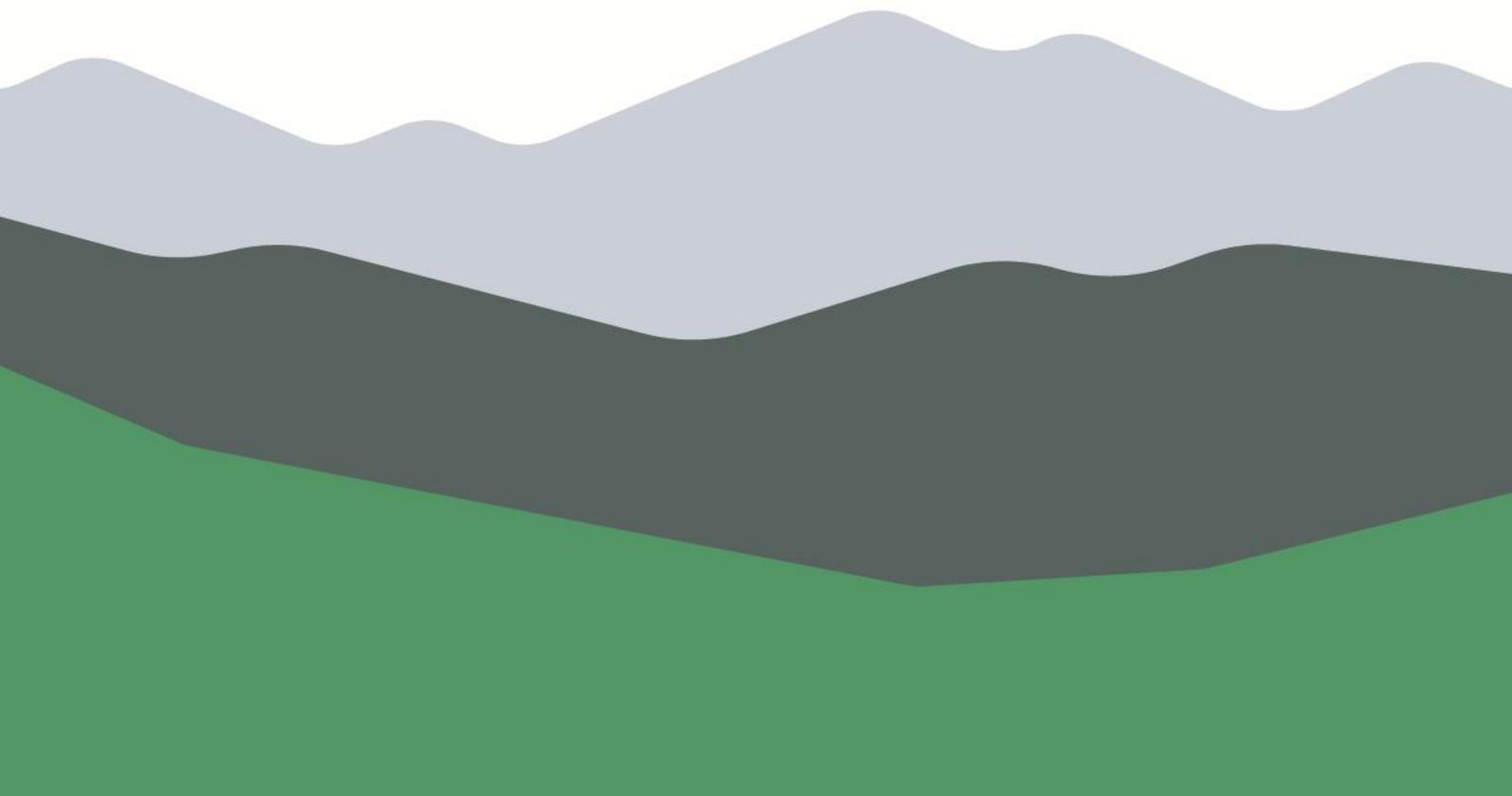# Capitalisation Report for the post-project sustainability of the pilot implementations

D.2.3.1 – October 2025

Anna Rinaldi, Elena Di Bella, Agnese Moroni, Andrea Omizzolo, Philipp Corradini

Who should read this report?

The intended audience of this document are:

Local, Regional and National Public Authorities, to gain an understanding of potential adaptation measures to include in their transition processes. This could help the elaboration of effective policies that support the resilience to climate change and the sustainable development of their territories.

Local and Regional DMOs, to increase their understanding regarding the concrete implementation of CC adaptation measures in the winter tourism destination.

Higher education and research organisations, to benefit from real-world concrete examples of how CC adaptation measures can be co-designed and effectively implemented, in order to be studied, adapted and applied in diverse contexts.

Tourism infrastructure and (public) service providers, to increase their awareness of how their operations can be adapted and aligned with local CC transition strategies and their measures, contributing to the resilience of the tourism sector in their destination.

Tourism SMEs, to increase their knowledge base regarding the concrete implementation of CC adaptation measures.

This publication is available on the project website https://www.alpine-space.eu/project/beyondsnow/

Publication date: October 2025

Mission Statements

This report serves as solid knowledge basis on pilot implementations, making recommendations for maintaining and multiplying the positive results achieved, facilitating their sustainability beyond the project conclusion. It starts from the concrete actions, elaborated within A2.2 and implemented on an experimental basis and serves as basis for their potential post-project practical implementation also verifying the feasibility and operability.

Disclaimer

The information and perspectives set out in this publication are those of the authors, result of the co-designed laboratories implemented in these specific Pilot Working Areas of the BeyondSnow project and do not necessarily reflect the official opinion of the European Commission or all the Project Partners' region. Neither the European Commission institutions and bodies nor any person acting on their behalf may be held responsible for the use that may be made of the information contained therein.

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Acronyms used in this report

BeyondSnow-specific acronyms are **bold**.

Acronym	Meaning
AS	Alpine Space
CC	Climate Change
CDL	**Co-design laboratories**
CO2	Carbon dioxide
DMO	Destination Management Organisation
EC	European Commission
EU	European Union
GIS	Geographic Information System
NAS	National Adaptation Strategy
PA	**Pilot Action**
PWA	**Pilot Working Areas**
RAM	**Resilience Adaptation Model**
RDMDT	**Resilience Decision-Making Digital Tool**
SME	Small and Medium-sized Enterprise
STD	**Snow Tourism Destination**
SWT	Snow & Winter Tourism
TG	Target Group

Contents

1 Introduction

1.1 Background

Due to climate change, snow coverage in the Alps is very likely to continue decreasing in the future. In addition to the ecological impacts, especially small medium-altitude Snow Tourism Destinations (STDs) and their communities must also consider the socio-economic consequences of the diminishment of snow coverage. The Alpine Space project BeyondSnow aims to increase the socio-ecological climate resilience of STDs at medium-low altitudes to enable them to retain or even increase their attractiveness for residents and tourists. During the project, new sustainable development paths, transition processes, and implementable solutions are conjointly devised within 10 specific Pilot Working Areas (PWAs), and approx. 20 Pilot Actions (PAs)are effectively implemented.

The current document (**D.2.3.1**), provides solid knowledge basis on the pilot implementations, making recommendations for maintaining and multiplying the positive results achieved, facilitating their sustainability beyond the project conclusion. It is connected to Activity 2.3 (A2.3 - Pilot implementation of CC resilience-enhancing activities in PWAs) and capitalizes the PAs for the post-project sustainability of the pilot implementations.

1.2 Methodology and approach used

Each Project Partner (PP) responsible for a PWA was requested to answer a set of targeted questions aimed, on one hand, at assessing the actual implementation of the PA foreseen by their respective Transition Strategies, and on the other, at identifying the factors that enabled their successful realization and/or the barriers that hindered their implementation or led to delays or additional costs.

Furthermore, the PPs were asked to provide additional information useful to understand how to successfully carry out similar actions and continue implementing the pilot activities even after the project's closure.

This information was then aggregated and commented upon to formulate a set of easily understandable recommendations useful for decision-makers and stakeholders interested in replicating similar actions in mountain contexts and destinations.

2 Capitalisation data and analysis

2.1 Scheme of Pilot Actions implemented in PWAs

PWA	Pilot Actions
PP02 - Piani d'Erna (IT)	Renovation/adaptation of the Nature Trail (Sentiero Natura) information boards Restoration of the connecting "Piani d'Erna – Morterone" trail Pasture and Forestry Management Plan
PP03 - Monesi di Triora (IT)	Implementation of the White Cuisine Road Creation of a Collective Events Calendar in the Arroscia Valley
PP04 - Ala di Stura & Balme (IT)	Support for the reactivation and requalification of tourism hospitality Participatory approach for tourism development Planning of maintenance and signage of the hiking network and enhancement of landscape values
PP05 - Pradibosco (IT)	Bike rest and charging station Mapping of new walking and cycling pathways Creation of a feasibility study for a bike park
PP06 - Werfenweng (AT)	Development of a new tourism product
PP07 - Bohinj (SI)	Study Visit on the Development of Year-Round Tourism Tourism Development Concept for a Year-Round Outdoor Centre
PP09 - Großer Arber (DE)	Content Production: Photo and Video Shooting
PP10 – Métabief (F)	Reducing ski slope perimeter Outside Escape Games – Explore Games™ Developing a snack bar at the top of the Morond summit
PP11 – Sattel-Hochstuckli (CH)	Development and update of a tourism strategy for the destination Diversification of the destination's tourism offer
PP12 – Balderschwang (DE)	Alternative images of winter in Balderschwang, with or without snow Generation project: New summit cross at Siplinger Kopf Guided nature tour by the nature park Nagelfluhkette about landscape without snow Acquiring funds for future projects

2.2 Types and self-assessment of actions carried out in the PWAs

The PPs committed themselves to implement concrete actions within their respective PWAs, consistent with the strategies defined during the co-design workshops. The initiatives undertaken in the territories cover various fields:

Hiking, cycle tourism and sports

- Renovation/adaptation of nature trail information boards, restoration of trails and potential connections to other tourism destinations.
- Implementation of thematic trails, including cross-border trails.
- Analysis of maintenance needs for mid-altitude trails to promote their use throughout the year.
- Addition of new guided hikes to the range of outdoor, snow-independent activities.
- Introduction of new sport disciplines into the destination's tourism offer, creation of maps and "challenges" to engage enthusiasts.
- Installation of e-bike charging stations, mapping of new pedestrian and cycling routes, and feasibility studies for bike parks.
- Refinement of tourism development programmes to outline actions needed to revitalise ski areas, transforming them into year-round outdoor sports centres.

Territorial and event communication

- Production of photo and video material to promote a realistic image of the mountain, even without snow.
- Preparation of event calendars and creation of tools and methods for their communication.

Amelioration of diverse resources

- Preparation of pasture and forestry management plans.
- Enhancement of existing buildings to adapt them to tourism demand.
- Revision of ski resort management regulations.
- Design of public facilities to broaden the destination's user base.
- Studies for the renovation of chairlifts to improve accessibility and inclusion.
- Study visits to locations representing examples of good practices.

2.2.1   PP02 – PWA Piani d'Erna (IT)

Pilot Actions (PAs)	**Renovation/adaptation of the Nature Trail (Sentiero Natura) information boards** **Restoration of the connecting "Piani d'Erna – Morterone" trail** **Pasture and Forestry Management Plan**
Status of the PAs	<u>Successfully carried out.</u>
Modification of the PAs comparing to the original strategy	No
Implementation of other actions foreseen in the strategy and reason	It was decided to use an additional quota for activities in the pilot area to subsidize the creation of a study and a Grazing Plan, which was not initially planned.
Main success factors in carrying out the PAs	1) Information sharing, which provided a comprehensive and complete picture of the situation. 2) The action plan, developed with local stakeholders, which served to define the most urgent activities. It has given the opportunity to the local community to meet and share common aims and potential actions.
Difficulties or critical issues encounter and how PP overcame them	The initial difficulties were related to the lack of a homogeneous community. The second difficulty was related to the municipal administration, which does not have a figure dedicated to the mountain and hasn't a medium-term vision for the development of Piani d'Erna.
Co-financing or co-participation for the implementation of the PAs	No
What would be needed to continue the implementation of the actions	More engagement from the Lecco Municipality, new funding opportunities, private stakeholders' engagement, in particular farmers', to develop a local activity as breeding with grazing.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	Not to lose a common and shared vision on Piani d'Erna with other local stakeholders. Not to forget that the main characteristic and the beauty of Piani d'Erna are related to the sustainable viability: no cars allowed.
Pictures of the PAs	

2.2.2   PP03 – PWA Monesi and Arroscia Valley (IT)

Pilot Actions (PAs)	**Implementation of the White Cuisine Road** **Creation of a Collective Events Calendar in the Arroscia Valley**
Status of the PAs	PA 1: *Implementation of White Cuisine Road* was developed between France and Liguria through a route simulation. PA 2: the *Collective Events Calendar*, was presented in Imperia on May 5th 2025, gathering all Arroscia Valley events in a reusable and accessible format for the community.
Modification of the PAs comparing to the original strategy	No modifications were made. Both PAs were implemented according to the original objectives and schedule, confirming the effectiveness of the initial strategy and stakeholder collaboration.
Implementation of other actions foreseen in the strategy and reason	A "Charter of Intent" was drafted and signed by local and regional stakeholders on May 5th 2025 in Imperia to ensure long-term cooperation for the sustainable recovery of the Valley.
Main success factors in carrying out the PAs	The main success factor was the creation of a collective subject for the Arroscia Valley. The calendar unified cultural events, while the White Cuisine Road became a symbol of local heritage and cross-border connection. The Charter of Intent ensures that these actions can continue and be coordinated over time.
Difficulties or critical issues encounter and how PP overcame them	The main difficulty was gathering event data from various municipalities. Also the coordination required significant effort. For the White Cuisine Road, it was challenging to define a tangible path for an intangible cultural heritage. Stakeholder collaboration and dialogue helped overcome these limits.
Co-financing or co-participation for the implementation of the PAs	No co-financing or additional external resources were received.
What would be needed to continue the implementation of the actions	It is necessary to strengthen coordination among municipalities, possibly by appointing a dedicated person. Further investment in digital promotion and local governance would ensure continuity and visibility of the actions.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	Future efforts should focus on recognising and reinforcing a true "valley identity" and fostering a cohesive community. By building on this shared sense of belonging, the Arroscia Valley can take advantage of its strategic territorial position to open new collaborations with the coast, Piedmont, and France, enhancing cross-regional and cross-border cooperation.
Pictures of the PAs	

2.2.3 PP04 – PWA Ala di Sura & Balme (IT)

Pilot Actions (PAs)	**Support for the reactivation and requalification of tourism hospitality** **Participatory approach for tourism development** **Planning of maintenance and signage of the hiking network and enhancement of landscape values**
Status of the PAs	A long-term process has been launched, which lead to the PAs being <u>successfully carried out.</u>
Modification of the PAs comparing to the original strategy	For technical reasons, due to unavailability of the national railway and local transport companies, it was not possible to test an on-call transport service for tourists. Vehicle flows in the valley were measured by detecting passing vehicles at three points.
Implementation of other actions foreseen in the strategy and reason	The natural, landscape, historical and cultural resources of the Lanzo valleys have been mapped to build a database of places to be promoted on websites and Internet channels. A process has been initiated to establish a widespread museum network, which would improve the accessibility and enjoyment of cultural heritage.
Main success factors in carrying out the PAs	Active participation of stakeholders, especially young people, some already active citizens, and those who are strongly convinced of the need to redesign the future of their local area.
Difficulties or critical issues encounter and how PP overcame them	The usefulness of building a local network is not fully shared by operators, associations, tourism promoters and local administrations. There is still not an overarching understanding of climate change impacts.
Co-financing or co-participation for the implementation of the PAs	Substantial additional work carried out by the PP for the collection of tourism data and information.
What would be needed to continue the implementation of the actions	A multi-level governance room should be set up to coordinate tourism programmes and actions in the Lanzo valley. Economic resources and management organisation are needed to start testing the on-call transport system. Communication needs to be strengthened to raise awareness of the climate change effects that are currently unfolding.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	The strategy developed for the PWA is useful in providing a programme for the territory, which can be implemented with further contributions. It also provides a model that can be replicated in other territories.
Pictures of the PAs	

2.2.4 PP05 – PWA Pradibosco (IT)

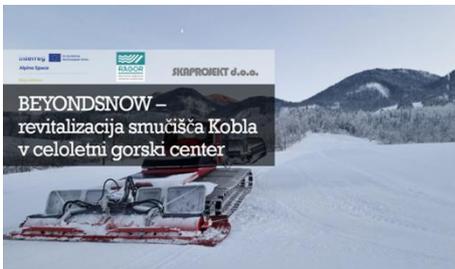|	
Pilot Actions (PAs)	**Bike rest and charging station** **Mapping of new walking and cycling pathways** **Creation of a feasibility study for a bike park**
Status of the PAs	<u>Successfully carried out</u>.
Modification of the PAs comparing to the original strategy	No modifications during the implementation.
Implementation of other actions foreseen in the strategy and reason	Using PP internal funds, a large gazebo was purchased to attract visitors even outside the winter season. Other needs emerged during the participatory process were acknowledged by the PP.
Main success factors in carrying out the PAs	The trust established through the focus group of local entrepreneurs, who felt heard and acknowledged by local institutions. This enabled a positive dialogue among stakeholders, leading them to collaborate toward a shared goal (designing and guiding the PAs). Furthermore, the PAs serve as examples of positive seasonality-diversification measures, which are potentially replicable.
Difficulties or critical issues encounter and how PP overcame them	Local social fragmentation and mistrust towards public authorities were the main challenges encountered, both during the PAs' implementation and throughout the project (including participation in workshops and other activities).
Co-financing or co-participation for the implementation of the PAs	Additional funds were invested by the PP to create a resting area in Pradibosco that would be an additional service for visitors.
What would be needed to continue the implementation of the actions	A strong collaboration among the institutions involved in territorial governance is essential. In particular, cooperation between the regional DMO (responsible for the ski facilities) and the municipality. To expand the PAs' benefits to other municipalities, the involvement of mayors and local representatives would also be necessary.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	To involve stakeholders and create individual responsibilities in the designation and manifestation of their needs. In addition, constant feedback on the process should be returned to the stakeholders involved in order to strengthen trust, collaboration and legitimacy of the administrative bodies.
Pictures of the PAs	

2.2.5　PP06 – PWA Werfenweng (AT)

Pilot Actions (PAs)	**Development of a new tourism product**
Status of the PAs	<u>Successfully carried out</u>. As part of the PA, two new guided hikes were added to the snow-independent outdoor activities on offer.
Modification of the PAs comparing to the original strategy	The strategy outlined rough project ideas, so adjustments and detailed elaboration were necessary. The approach of linking awareness-raising with making the year-round offering more attractive remained the focus and was successfully implemented.
Implementation of other actions foreseen in the strategy and reason	The focus has been on implementing a new offering in the area of "water" from action field 2, "Expansion of snow-independent outdoor offerings". The communication measures also include action fields 7 and 8 with the goal of "resilience-oriented external communication" and contribute to improving the image as a sustainable destination.
Main success factors in carrying out the PAs	Good coordination between PPs and local stakeholders, and high-quality work by external service providers.
Difficulties or critical issues encounter and how PP overcame them	For reasons of time and logistics, the concept and implementation were not carried out as planned with external service providers and using the BeyondSnow PA budget but were taken over by the local tourism association.
Co-financing or co-participation for the implementation of the PAs	The PA budget was used to finance additional communication measures to promote the project in general, the project activities on site, and the two new tourism offerings.
What would be needed to continue the implementation of the actions	Further local consultations and persuasion of key decision-makers, as well as financial feasibility assessments.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	Experience shows that implementation takes longer than expected, and this should be considered when planning.
Pictures of the PAs	

2.2.6 PP07 – PWA Bohinj (SI)

Pilot Actions (PAs)	**Study Visit on the Development of Year-Round Tourism** **Tourism Development Concept for a Year-Round Outdoor Centre**
Status of the PAs	<u>Successfully carried out.</u> PP has successfully completed the Tourism Development Concept for Kobla. The aim of the concept was to create a strategic document outlining the activities required to revitalise the former ski area into a year-round outdoor sports centre.
Modification of the PAs comparing to the original strategy	No modification
Implementation of other actions foreseen in the strategy and reason	The strategy included a study visit to good practice examples in Austria, which was successfully implemented. No activities outside those foreseen in the strategy were undertaken, except for those within the activity A3.3 "BeyondSnow on Tour", where additional activities were carried out.
Main success factors in carrying out the PAs	A reputable and well-established company prepared the concept.
Difficulties or critical issues encounter and how PP overcame them	When developing outdoor tourism products in Bohinj, it is often challenging to obtain permissions from landowners. This time, one of the major landowners was approached and presented the concept, together with a potential investor and a representative from Turizem Bohinj.
Co-financing or co-participation for the implementation of the PAs	No cofinancing was required.
What would be needed to continue the implementation of the actions	The next steps for the custodians of the concept will be to begin discussions with the landowners. After these talks investments can begin, such as building beginner-friendly trails and upgrading a smaller ski lift for bicycle transport.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	It seems to be an excellent time for implementation, as there is already a potential investor interested in modernising the lift. At this stage, it is crucial to start discussions with the municipality of Bohinj regarding the necessary permits.
Pictures of the PAs	

2.2.7   PP09 – PWA Großer Arber (DE)

Pilot Actions (PAs)	**Content Production: Photo and Video Shooting**
Status of the PAs	<u>Successfully carried out.</u> The PA *"Photo and Video Shooting"* organised by the PP in the PWA Großer Arber was successfully completed within the predefined timeframe. The planned activities were implemented according to schedule and delivered the expected outputs.
Modification of the PAs comparing to the original strategy	No modifications were made during the implementation. The PA *"Photo and Video Shooting"* was carried out in full accordance with the original strategy.
Implementation of other actions foreseen in the strategy and reason	The PP focused entirely on the planning, organisation, and implementation of the PA *"Photo and Video Shooting."* Other PAs were not foreseen for implementation during the BeyondSnow project timeframe.
Main success factors in carrying out the PAs	The main success factors included a clear and well-structured concept of the PA, with precisely defined objectives, outputs, responsibilities, and budget. In addition, close cooperation with local stakeholders contributed to the smooth realisation of the shooting activities.
Difficulties or critical issues encounter and how PP overcame them	No major difficulties or critical issues during the implementation of the PA. Minor organisational challenges (e.g. adjusting shooting dates to weather conditions) were resolved through good coordination with local partners and flexible planning.
Co-financing or co-participation for the implementation of the PAs	No external co-financing or co-participation for the PA implementation.
What would be needed to continue the implementation of the actions	The continuation of such activities would require dedicated financial and human resources, as well as sufficient time for planning and coordination with local partners.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	Future users of the results could build on the visual materials and experiences gained from this PA when promoting sustainable and resilient tourism development and raising awareness about climate change impacts in STDs. Strong cooperation with local stakeholders and professional communication support are recommended for similar initiatives.
Pictures of the PAs	

2.2.8   PP10 – PWA Métabief (F)

Pilot Actions (PAs)	**Reducing ski slope perimeter** **Outside Escape Games – Explore Games™** **Developing a snack bar at the top of the Morond summit**
Status of the PAs	<u>Successfully carried out</u>. Pilot reduction of the ski slope perimeter during the winter season 2024/25. Creation and development of a snack bar at the summit of Morond. Work on the new statutes of the Métabief mountain resort: a new service company for the region, with new missions. For example: operating a restaurant, project management assistance for the design and creation of a downhill mountain bike resort, etc. This action is engaged with the Syndicat Mixte du Mont d'Or governance and a juridic lawyer support. We expect new statues with new fields of scopes at the end of 2025, beginning of 2026. Modelling of new activities at the summit of Morond and estimation of investment costs. Study of the restructuring of the chairlift to provide better accessibility and inclusion.
Modification of the PAs comparing to the original strategy	No modification
Implementation of other actions foreseen in the strategy and reason	Developing new outdoor activities with events organizer
Main success factors in carrying out the PAs	Realisation of the educational tour with colleagues, politicians and economic actors, including the main stakeholders. This action was the main factor which helped the stakeholders realise, that ideas need to be shared and engage quick wins (develop a snack bar at the top of the hill and work on competences) and structured long-term actions (new activities of Morond Summit, restructured chairlifts, etc.).
Difficulties or critical issues encounter and how PP overcame them	No major difficulties or critical issues
Co-financing or co-participation for the implementation of the PAs	No co financing or co participation was received to implement the PA
What would be needed to continue the implementation of the actions	For long-term actions, financial support will be needed, hopefully by EU funds connected to cross border Interreg programmes.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	No
Pictures of the PAs	

2.2.9   PP11 – PWA Sattel-Hochstuckli (CH)

Pilot Actions (PAs)	**Development and update of a tourism strategy for the destination** **Diversification of the destination's tourism offer**
Status of the PAs	<u>Successfully carried out.</u> The elaboration of a tourism strategy as well as the action plan with measures for the destination and the approval of both by the municipal council was completed in due time. The strategy is now valid for the next 10 years and the measures included are now being implemented according to priorities. Also, the introduction of trail running in the tourism offer of the destination was successful.
Modification of the PAs comparing to the original strategy	No modification
Implementation of other actions foreseen in the strategy and reason	No other actions implemented
Main success factors in carrying out the PAs	The great engagement of the mayor and his good link to the tourism service provider was key for the success of the PA. Furthermore, the PA was devised and implemented when the destination really needed help to reorientate itself, BeyondSnow came at the right moment.
Difficulties or critical issues encounter and how PP overcame them	Sometimes there was a kind of a fatigue among the participating stakeholders but then a combination of long-term vision with short-term tangible actions brought a new boost of motivation. At the beginning local information regarding trail running was scarce. But once this community was integrated in the activities, plenty of support of volunteers was received.
Co-financing or co-participation for the implementation of the PAs	Work hours have been split between the PP and the destination.
What would be needed to continue the implementation of the actions	Threating it as a "living document", the elaborated strategy has to be adapted from time to time. The municipality is eager to repeat the procedure introduced by BeyondSnow in 5 years. Regarding trail running, one employee of Sattel-Hochstuckli was appointed to be responsible for it, maintaining also the link to the trail running community which is very important to do promotion and steadily improve the offer.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	The strategy has to be closely monitored and adapted if needed. To be successful, the new offer on trail running, has to be promoted to the right target group. The close link to the trail running community is essential to do this and to adapt the offer according to the community's needs. Social media appearance is very important. Infrastructure is marginally important.
Pictures of the PAs	

2.2.10   PP12 – Balderschwang (DE)

Pilot Actions (PAs)	**Alternative images of winter in Balderschwang, with or without snow** **Generation project: New summit cross at Siplinger Kopf** **Guided nature tour by the nature park Nagelfluhkette: landscape without snow** **Acquiring funds for future projects**
Status of the PAs	<u>Successfully carried out.</u>
Modification of the PAs comparing to the original strategy	The ideas for the PAs where already part of the co-design laboratories and therefore shaped the strategy of Balderschwang. Therefore, the PAs were implemented without any changes to the original strategy and action plan.
Implementation of other actions foreseen in the strategy and reason	The PP implemented 4 actions during RP5 and RP6, managing to implement them, because local partners were largely integrated: e.g. DMO, nature park, EUREGIO.
Main success factors in carrying out the PAs	The PAs needed to be implemented together with local stakeholders and shaped to their needs. Only authentic and accepted PAs will continue after the project duration and without the PPs support.
Difficulties or critical issues encounter and how PP overcame them	Timing is always critical, e.g. a content production of Balderschwang was planned with little snow and two days before the shooting it snowed a lot. Flexibility is key when it comes to implementation.
Co-financing or co-participation for the implementation of the PAs	Content production was paid with BeyondSnow project funds and with organisational support from the DMO. The guided nature tour was organized in cooperation with nature park Nagelfluhkette, without additional expenses. The new summit cross at Siplinger Kopf was a youth project developed within BeyondSnow, supported by a fundraising campaign of Radio Horeb and local businesses. The acquisition of project funds was supported by EUREGIO.
What would be needed to continue the implementation of the actions	It needs the commitment of the mayor, the municipality council and administration. Based on the will of the stakeholders, the transition strategy and action plan was structured as a living document that will evolve over time.
Suggestions or recommendations for those wishing to capitalise on PAs in the future	Building a strong relationship and trust with local stakeholders is the most important step towards (1) creating a strategy that is widely accepted and (2) successful implementation
Pictures of the PAs	

2.3 Success factors and encountered challenges

The ideas that emerged during the co-design workshops shaped the strategies and guided the selection of the PAs undertaken. Therefore, the majority of PAs were implemented in line with the original objectives and in accordance with the strategies defined by each PWA, confirming their effectiveness and the active collaboration of the involved stakeholders.

2.3.1   Main Success Factors

The key elements generally recognised by the PPs during the implementation of the PAs concerned the opportunity, offered by the co-design workshops and the subsequent process, to build a positive dialogue among stakeholders, encouraging them to collaborate in defining, designing, guiding, and implementing the PAs. The workshops gave communities the chance to meet and share common goals. The positive dialogue among local stakeholders and their collaboration contributed to the smooth execution of the planned activities.

Success aspects identified by the PPs at the conclusion of the process:

- Working with local partners is strategic for managing tourism and natural/cultural heritage.
- Sharing information provided a comprehensive picture of the situation.
- The process engaged and motivated young people and active citizens, driven by a spirit of innovation and convinced them of the need to redesign the future of their territory.
- The workshops highlighted the need to share ideas and commit to both short-term actions and long-term structured initiatives.
- The action plan developed with local stakeholders made it possible to define the most urgent activities.
- Where destination stakeholders clearly recognised the need and urgency to reorient themselves, BeyondSnow arrived at the right time.
- Through focus groups and demonstration activities, trust was established between entrepreneurs and local institutions, especially where administrators were strongly committed to achieving the objectives.
- Adapting to stakeholders' needs may encourage the continuation of activities after the end of the project, without the support of the PPs.
- The creation of collective entities, memoranda of understanding, and unified promotional tools may ensure continuity and coordination over time.
- The PAs represent examples of positive measures for seasonal diversification, potentially replicable elsewhere as sustainable tourism alternatives to sole winter- and snow-oriented investments

Figure 1. Scheme of the main success factors reported by the BeyondSnow PPs.

From a methodological perspective, a success factor lies in developing a clear and well-structured concept for the PAs, with objectives, results, responsibilities, and precisely defined budget. Finally, the PPs noted the positive contribution of high-quality work provided by external service providers and, in some cases, by engaging renowned and well-established companies.

2.3.2   Consistency and Deviations from the planned Pilot Actions

Only in few cases, the budget was used to finance additional communication measures aimed at promoting the project, on-site activities, and new tourism offers. In specific situations, it was appropriate/necessary to adapt activities to operational conditions encountered and unforeseen challenges. For example, due to the technical impossibility of carrying out the planned trial of the tourist on-demand transport system, alternative activities were implemented in one PWA. These emerged from co-design workshops and were integrated into the strategy (enhancement of the hiking network).

2.3.3   Additional Activities carried out

Many of the PPs and their respective PWAs implemented additional actions beyond those initially foreseen in the project, involving their own investment in terms of work and/or expenses. This choice responded to needs that emerged during the project, resulting from stakeholder analysis and operational requirements, to make the PAs effective and complete:

- Allocation of additional funds to carry out a study and a grazing plan.
- Drafting and signing of a memorandum of understanding by local and regional stakeholders to ensure long-term cooperation for sustainable land recovery.
- Mapping of natural, landscape, historical, and cultural resources of the area and initiation of a process aimed at creating a widespread museum network.
- Purchase of equipment to provide a covered space for cyclists and hikers.
- Organization of outdoor events.
- Communication activities focused on resilience, to improve the image of a sustainable destination.
- Additional activities related to the "BeyondSnowOnTour" roadshow.

2.3.4   Difficulties or critical issues encountered

The PPs, although applying the "Sensitive Diagnosis" methodology, were not completely exempt from various types of difficulties:

Efforts to involve, motivate, and prepare stakeholders for cooperation:
- A key complexity is the lack of a homogeneous community and social fragmentation.
- The usefulness of building a local network is not always fully shared by operators, associations, tourism promoters, and local administrations.
- At times, demotivation or fatigue is felt among the stakeholders involved.
- Distrust toward public authorities and the absence of local institutional figures dedicated to the topic and with a medium- and long-term vision for tourism and territorial development are reported.

- Sometimes, there isn't still a complete understanding and acceptance of ongoing climate change and its effects.

To address these issues, it is necessary to adopt a slow and patient approach to gradually build legitimacy and trust and increase motivation, combining a long-term vision with concrete short-term actions.

Timing or Organizational Difficulties:
- Due to the limited ability to independently design and implement actions, some PPs relied on external service providers, which may imply a lack of ownership by local entities.
- Adaptation to unfavourable weather conditions for implementing planned actions was resolved through coordination with local partners and flexible planning.

Challenges in Activity Implementation:
- Limited knowledge and understanding of sport disciplines and new proposals were overcome thanks to volunteer support.
- Difficulty in obtaining landowners' permits to develop tourism initiatives can be addressed by approaching large landowners and involving potential investors and local representatives.
- Significant effort is required to collect information on planned events in different municipalities and from independent organizations.
- Developing a program to enhance cultural heritage is labour-intensive, requiring collaboration and dialogue among various stakeholders.

2.3.5 Co-financing or Co-participation for Implementing Pilot Actions

In most PWAs, no external co-financing or additional resources were received for implementing actions. Where co-financing or supplementary co-participation occurred, contributions took two forms:

- Significant additional effort and work by PPs and organizational support from stakeholders.
- Investment of additional funds by PPs, businesses, and/or local volunteers (fundraising) to create tourism services.

2.3.6 Continuation of Actions beyond the project's end

Looking ahead, feedback collected by PPs outline some general considerations about the possibility to continue the PAs beyond the project end:

Local and Multi-level Governance and Stakeholder Engagement

- At the local level, it is necessary to continue co-design workshops to ensure continuity of initiated actions and strengthen municipal involvement and coordination. Action plans should be adapted while keeping consultation processes active and strategies dynamic and flexible.

- Strong collaboration among institutions involved in territorial planning and management is essential through cooperation between regional administrations and municipalities, and the establishment of multi-level steering committees for coordinating programs and actions.

- Continuation of the processes requires dedicated human resources.

Financial Resources

- Continuing activities requires feasibility assessments and additional funding.

- For long-term actions, new funding opportunities must be identified.

Future Commitments for PPs

- To preserve the network of relationships and experiences gained, further local consultations are necessary. Maintaining contact with businesses, individuals, and communities and planning additional initiatives is advisable.

- Communication must be strengthened to raise awareness on climate change and continue persuading key decision-makers.

- Further investments are foreseen to ensure greater visibility of actions.

3 Recommendations for the sustainability of future actions

Based on the analysis, PPs highlighted forward-looking recommendations for future actions on the topic:

1. **Strengthen participatory governance and collaboration**
   - Maintain and institutionalize co-design workshops as an ongoing governance mechanism.
   - Ensure the continuity of human resources dedicated to facilitating collaboration, monitoring progress, and maintaining stakeholder motivation.

2. **Foster trust and long-term commitment among stakeholders**
   - Adopt a slow but consistent approach to build trust, especially in fragmented communities or where distrust toward institutions persists and create formal cooperation frameworks (e.g. Memoranda of Understanding, local charters, thematic networks) to reinforce shared responsibility and ensure post-project continuity.
   - Recognize and celebrate small, visible successes to sustain enthusiasm and legitimacy among participants.

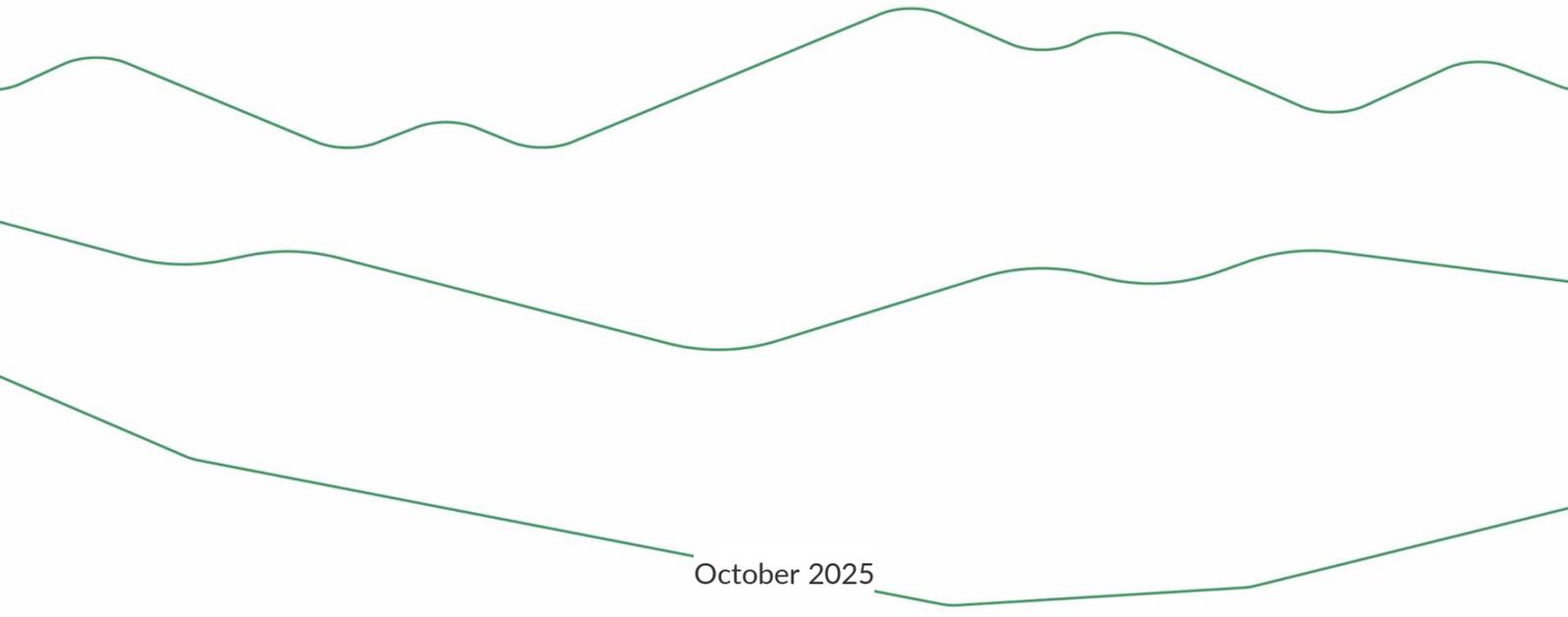3. **Promote adaptive and context-sensitive methodologies**
   - Integrate flexible planning tools for all PAs that allow adjustments based on operational constraints, climatic variability, or emerging needs.
   - Encourage iterative monitoring and evaluation so that PAs can evolve according to results and stakeholder feedback.

4. **Reinforce financial and operational sustainability**
   - Conduct feasibility and sustainability assessments during the early phase of PAs to identify potential revenue models or co-financing opportunities.
   - Diversify funding sources by combining public programs, private investment, and community fundraising.

5. **Promote replication and scalability**
   - Document and disseminate replicable models of PAs demonstrating concrete benefits.
   - Encourage cross-regional exchanges among similar destinations to foster mutual learning.

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