



Agora Strategy for Sustainable Tourism Development in the Baltic Sea Region

Version 5.0

September 2007

University of Greifswald
Lead Partner of the INTERREGF III B Project
AGORA – Network Sustainable Tourism Development
in the Baltic Sea Region
Prof. Dr. Wilhelm Steingrube
E-Mail: agora@uni-greifswald.de



Project part-financed by the European Union

Overview

Content:	Draft strategy for sustainable tourism development in the Baltic Sea Region
Basis:	<p>Agora SWOT Analysis</p> <p>Meeting results of the Agora Strategy Factory (Jurmala, 14/06/2006; Vilnius, 10/10/2006; Karlskrona, 25/04/2007)</p> <p>1st meeting of the Drafting Group for the Agora Strategy Concept (Copenhagen, 02/11/2006)</p> <p>2nd meeting of the Drafting Group for the Agora Strategy Concept (Berlin, 12/03/2007)</p> <p>Agora Baltic Sea Region Tourism Stakeholdermeeting (Berlin, 07/09/2007)</p>
Concept and development:	<p>Drafting Group for the Agora Strategy:</p> <ul style="list-style-type: none"> ▪ Aiga Petkevica (<i>Ministry of Economics, LV</i>) ▪ Bjarne Rasmussen (<i>Storstroms Amt, DK</i>) ▪ Christa Morawa (<i>Fed. Environ. Agency, D</i>) ▪ Zivile Eteveciute (<i>Thomas Mann Centre, LIT</i>) ▪ Prof. Dr. Wilhelm Steingrube (<i>University of Greifswald, D</i>) <p>Assisted by: Institute for Tourism and Recreational Research in Northern Europe, Kiel</p> <p>Wolfgang Günther </p>
Financial support:	This project is part-financed by the European Union through the INTERREG III B programme and approved as a Baltic 21 lighthouse project
Status:	September 2007

Content

	page
1 Introduction	1
2 Objectives and aims.....	2
3 Strategic focus of the concept.....	3
3.1 Policy for sustainable tourism.....	4
3.2 Knowledge and competence development	5
3.3 Innovation and product development	6
3.4 Destination development	7
3.5 Cooperation and networking.....	8
4 Involvement	9
5 Implementation – next steps	10
6 Executive summary.....	12
7 References	13

1 Introduction

This document summarises the results of the discussions in the agora Strategy Factory. The agora Strategy Factory is part of Work Package 2 in the INTERREG III B project 'agora' and aims to prepare a strategy for sustainable tourism development in the Baltic Sea Region. This strategy is designed to provide a framework for improving the sustainability of tourism in the region in a common coordinated pan-Baltic approach. Furthermore, it also provides concrete policy recommendations on a sound and practical basis as local and regional stakeholders from different countries were permanently involved in developing this strategy.

After adopting a common work plan, the Strategy Factory started its discussion process through undertaking a SWOT analysis of sustainable tourism development in the Baltic Sea Region. Based on the results, the overall objectives and aims for the strategy concept were agreed upon. Next, the strategic focus of the concept was identified and finally, recommendations for activities in five selected fields of action were compiled.

As the agora project was developed by the Baltic 21 Tourism Task Force (TOUTF) and approved as a Baltic 21 Light House Project, the Baltic 21 process provided the appropriate framework for the discussion. The work of other international bodies dealing with sustainable tourism policies was also taken into account. Furthermore, members of the Tourism Ad Hoc Working Group of the Nordic Council of Ministers, who elaborated the 'Road Map for Sustainable Tourism in the Nordic Countries', also participated in the agora Strategy Factory as well as members of the EU Tourism Sustainability Group and UN Task Force for Sustainable Tourism.

2 Objectives and aims

The agora Strategy Factory agreed on three overall objectives for sustainable tourism development in the Baltic Sea Region. These three objectives stem from the work of the Baltic 21 Tourism Task Force (see Baltic 21 Tourism Sector Report 7/98):

- ➔ To sustain a sound environment, safeguarding the recreational quality of natural and man-made landscape and integrating natural, cultural and human environments;
- ➔ To promote and sustain the competitive quality and efficiency of the tourism business; and
- ➔ To create satisfactory social conditions for tourists and the local population.

These three objectives are further defined by the twelve aims for Sustainable Tourism described in the UNWTO/UNEP guide for policy makers 'Making Tourism More Sustainable' (2005) (see box below). These aims are also supported by the EU Tourism Sustainability Group and UN Task Force Sustainable Tourism.

- | | |
|------------------------|---------------------------|
| (1) Economic viability | (7) Community well-being |
| (2) Local prosperity | (8) Cultural richness |
| (3) Employment quality | (9) Physical integrity |
| (4) Social equity | (10) Biological diversity |
| (5) Visitor fulfilment | (11) Resource efficiency |
| (6) Local control | (12) Environmental purity |

Stemming from the Baltic 21 process, the overarching aim of the strategy is to contribute to the realisation of the Baltic 21 Common Vision of a Baltic Sea Eco-Region.

Furthermore, the agora strategy specifically refers to the following documents and considers them as an important framework for the sustainable tourism development in the Baltic Sea Region:

CBD Guidelines on Biodiversity and Tourism Development
 - Publication of the Secretariat of the Convention on Biological Diversity, CBD (2004)

Action for More Sustainable European Tourism
 - Report of the EU Tourism Sustainability Group (2007)

INTERREG IV B Baltic Sea Region Programme 2007-2013
 - Programme document of the Joint Programming Committee (2007)

The agora strategy is a guideline and an action plan for concentrating activities on the most promising starting points for sustainable tourism development in the Baltic Sea Region. The recommended activities address public and private tourism stakeholders on a local, regional, national and international level as well as educational institutions and politicians.

The implementation of the strategy requires a responsible body overseeing its progress. It is proposed that the Baltic 21 Tourism Task Force carries out this task.

3 Strategic focus of the concept

The Strategy Factory decided on certain terms of reference for the agora strategy, according to which the concept has to:

- take into account and make use of existing approaches promoting sustainable tourism (BSR, EU, worldwide) and the Baltic 21 Common Vision of a Baltic Sea Eco-Region;
- be short, simple and easy to communicate;
- focus on aspects of strategic importance;
- give concrete and feasible recommendations;
- have a clear profile and message;
- consider the practitioner's perspective; and
- include a communication strategy and an evaluation procedure.

In order to focus the strategy on aspects of strategic importance, the Strategy Factory selected five fields of action which represent the most relevant, feasible and effective areas for actions from their point of view:

- (1) Policy for sustainable tourism;
- (2) Knowledge and competence development;
- (3) Innovation and product development;
- (4) Destination development; and
- (5) Cooperation and networking.

Furthermore, the Strategy Factory stressed the importance of three overarching requests which need to be ensured in all five fields of action: transparency, professional communication and high quality.

The Strategy Factory realises that neither the Baltic 21 Tourism Task Force nor the entire community of agora project partners will be able to reach the mentioned objectives and aims on their own.

Hence, in order to implement the recommended actions, use of running processes will have to be made wherever possible and key stakeholders for tourism development in the Baltic Sea Region will have to be involved comprehensively (see also chapter 4 and 5).

3.1 Policy for sustainable tourism

Key aspects

- Sustainable tourism has to be part of policy making, either in sustainable development planning and strategies (e.g. local Agenda 21 initiatives) *and/or* in tourism strategies and planning on an international and on a national, regional and local level.
- Financial support for tourism projects from public authorities and private institutions should depend on passing an ambitious sustainability check.
- The Baltic and national political level should give incentives and encourage the local level (regions, destinations) to undertake concrete actions towards a sustainable development of tourism.
- The achievement of local-level political commitment is crucial for sustainable tourism development in the Baltic Sea Region.
- Economic, ecological and social costs of tourism products and policies have to be visible, transparent and comparable to the customer/public.
- Sustainability in tourism also requires competence, innovation and flexibility in order to be able to cope with future challenges like global competition, demographic developments and climate change.
- Developing the Baltic Sea Region into an outstanding European Eco-Region will considerably strengthen its global competitiveness.

Recommended activities

What should be done?	By whom?
Arrange a common meeting of Ministers for Tourism/ for the Environment to decide on the development of a Baltic Sea Region Sustainable Tourism Action Plan.	CBSS ¹ / TOUTF
In the assessment of projects applying for public funding, give credits if a sustainable tourism plan and convincing steps for its implementation exist.	TOUTF + national bodies
Disseminate the agora Sustainability Check for tourism projects as a model; encourage its practical application.	Agora partners
Suggest that the agora Sustainability Check approach will be used by the EU programme assessment teams.	TOUTF + programme steering committees
Compile a policy guideline about successful economic incentives and supportive structures for sustainable tourism projects.	TOUTF
Undertake a comparative assessment of the integration of sustainable tourism in policy making and publish the results, e.g. via CBSS/Baltic21. This report shall serve as a benchmark and an incentive for further improvements.	TOUTF + CBSS
Develop and introduce a pan-Baltic sustainability designation scheme for tourism products.	TOUTF + national tourism authorities
Initiate a Baltic Sustainable Tourism Innovation Programme to prepare the Baltic tourism sector for future challenges.	TOUTF + all pan-Baltic tourism stakeholder
Prepare a cross-sector conference on climate change and tourism in the Baltic Sea Region.	TOUTF + other Baltic 21 sectors

¹ CBSS = Council of the Baltic Sea States

3.2 Knowledge and competence development

Key aspects

Knowledge management for sustainable tourism has to:

- Show the benefits of sustainable tourism to all (including the private sector and politicians on all levels);
- Stimulate sharing and dissemination of existing knowledge;
- Stimulate the development of new knowledge;
- Be interdisciplinary and connect research, practice, business and administration on all administrative levels;
- Address the tourists themselves (on a national and destination level) to raise their awareness of sustainable tourism and to turn them into competent and conscious customers;
- Improve knowledge/awareness about market requirements; and
- Consider that training offers have to be consistently tailored to the needs of the target groups and adapted to the regional situation.

Recommended activities

What should be done?	To be initiated by?
Identify and use competence cluster and knowledge alliances.	TOUTF
Establish experience exchange networks.	TOUTF
Organise a common meeting of the Baltic21 education sector and tourism sector.	TOUTF
Initiate a pan-Baltic project concerning communication and training for sustainable tourism (including interdisciplinary round tables and tailor-made small training sessions as well as train-trainers-programmes and information on best practises).	TOUTF, tourism associations and authorities
Develop a certificate for well-trained personnel in sustainable tourism issues.	Training institutions and tourism associations
Provide the opportunity for interdisciplinary and cross-sector meetings.	Local/national administration
Promote research on sustainable tourism.	TOUTF + Research Institutions
Revise curricula to integrate instructions on sustainable tourism development.	Universities/ Business Schools
Produce teaching material for all school levels which can be used in existing curricula.	

3.3 Innovation and product development

Key aspects

- Improved coordination of local product development and national marketing.
- Consideration of long-term perspectives.
- More sustainable product offers with stringent customer orientation.
- Offer experiences rather than only services.
- Introduce innovation systems which address the needs of sustainable tourism.
- Introduce pan-Baltic sustainable tourism products as a measure for the Baltic Sea Region (BSR) branding.

Recommended activities

What should be done?	To be initiated by?
Run comprehensive, coordinated market research on national, regional and local level.	TOUTF + Tourism stakeholders
Provide methodological and financial support for market research activities and communication of results.	Regional tourism associations
Develop exemplary sustainable tourism products as best practices and lighthouse products.	TOUTF + Tourism stakeholders
Introduce incubators for sustainable tourism development.	Tourism development bodies
Apply best available IT + e-media solutions, particular for marketing.	TOUTF + Tourism stakeholders/ tourism associations
Use and further develop labelling systems which stimulate innovation.	
Improve the use of natural and cultural assets in the development of pan-Baltic and local tourism products.	
Market the Baltic Sea Region success stories by a Baltic 21 sustainable tourism award.	BTC ² + Baltic 21 + TOUTF
Integrate sustainable tourism in the BSR branding.	TOUTF + BDF ³

² BTC = Baltic Sea Tourism Commission

³ BDF = Baltic Development Forum

3.4 Destination development

Key aspects

- Promotion of tourism as part of Local Agenda 21 processes.
- Development which respects the local communities as well as cultural and natural values.
- Improve destination branding and marketing.
- Use synergies of rural - urban tourism cooperation.
- Make cultural and natural assets visible and accessible to tourists.
- Make use of best available IT and e-media solutions.
- Prepare the destinations for and raise their awareness about the challenges of climate change.
- Prepare destinations for challenges due to market trends, e.g. increasing number of guests from abroad and increasing demand for high quality tourism experiences.
- Pave the way to develop the Baltic Sea Region into a pilot (eco)-region for sustainable tourism.

Recommended activities

What should be done?	To be initiated by?
Introduce a network of destinations most committed to sustainable tourism development.	TOUTF + destinations
Conduct a pan-Baltic project on sustainable destination development in order to test different sustainable development models in tourism, to identify key success factors, to demonstrate best practices, methods and tools and to communicate the results.	TOUTF + destinations
Identify and introduce policies for using synergies of rural - urban tourism cooperation.	Destinations
Introduce round tables with tourism, culture and nature protection stakeholders to use their common knowledge in destination and product development.	Destinations
Apply best available IT and e-media solutions for sustainable destination development, both for distance marketing (e.g. booking) and on location (e.g. guiding).	Destinations
Undertake an information campaign for destinations about the impacts of climate change in the Baltic Sea Region and possible actions against this.	TOUTF + Researchers
Initiate trainings on foreign languages (in particular English).	Destinations
Identify exemplary eco-destinations in the Baltic Sea Region; analyse and communicate their success factors.	TOUTF + destinations

3.5 Cooperation and networking

Key aspects

- Use/initiate strategic alliances, networks and clusters.
- Cooperate horizontally and vertically across sectors and address all three dimensions of sustainable development.
- Introduce pppps: people-public-private-partnerships to implement the participatory approach of sustainable development.
- Consider and communicate success factors for cooperation and cooperation models as identified in the agora project.
- Better association of partners across the BSR to intensify the use of existing resources for a broad application of new knowledge.
- Increase the significance of sustainable development in existing co-operative networks in tourism.

Recommended activities

What should be done?	To be initiated by?
Use, extend and maintain the agora and Baltic 21 network on sustainable tourism development.	TOUTF
Catalyse networks of excellence in sustainable tourism on provider, tour operator and destination level.	TOUTF + mentioned stakeholders
Introduce a network of universities and other educational institutions for sustainable tourism development.	TOUTF + BUP ⁴ + BSRUN ⁵
Communicate best practices for successful cooperation across sectors considering all three dimensions of sustainable development.	TOUTF + other Baltic 21 sectors
Join forces with existing pan-Baltic networks connected to sustainable tourism such as BTC, BDF, UBC, BSSSC, BLA21F, Baltic Sea Breeze ⁶ :	TOUTF
Improve the coordination and cooperation on sustainable tourism between national tourist boards.	TOUTF

⁴ BUP = Baltic University Programme

⁵ BSRUN = Baltic Sea Region University Network

⁶ Explanations for abbreviations see next page

4 Involvement

The Strategy Factory stressed that a successful development and implementation of the agora strategy will depend on a broad involvement of **key stakeholders and decision-makers** for tourism development in Baltic Sea Region and internationally.

Involvement can mean:

- Just information;
- Personal target-orientated dialogue;
- Organising temporary think tanks with focused objectives;
- Informal or formal agreements;
- Setting up or catalysing alliances;
- Performing (common) public actions;
- Preparing (common) projects.

For some stakeholders it will be sufficient **to attract their attention** and to convince them to put sustainable tourism development on their agenda. Others should be provided with **tailored assistance** in order to stimulate a change in regional and local policies, business and action plans, projects or offers, for example.

The Agora network will serve as a starting point for a broad communication of the strategy. In addition, the Strategy Factory expressively recommends to aim for a **close coordination and cooperation** with the Baltic Sea Tourism Commission (BTC), the Baltic Development Fund (BDF), the Union of the Baltic Cities (UBC), BLA21F (Baltic Local Agenda 21 Forum), Baltic Sea Breeze, the Baltic Sea Chamber of Commerce Association (BCCA), the Social Hansa, the Coalition Clean Baltic (CCB), the Council of the Baltic Sea States (CBSS) (through Baltic 21), the Nordic Council of Ministers (NCM), VASAB, Local Governments for Sustainability (ICLEI) and the Baltic Sea

States Sub Regional Cooperation (BSSSC) as well as with national ministries and bodies, (sub)regional and local authorities, tourism organisations and business networks.

The Strategy Factory underlines that it will be most important to ensure a comprehensive exchange with and involvement of local and regional practitioners.

As a first step of involvement the agora project invited the above mentioned Baltic Sea Region Tourism Stakeholder to common meeting on September 7 in Berlin. The intention of the meeting was to discuss the draft agora strategy and their implementation. Furthermore the stakeholders were asked to identify the 10 most important activities to be implemented in the next two years from their point of view.

The result of their voting is given in the next chapter. A documentation of the whole stakeholder meeting is available on the agora website (Results, Strategy Factory).

At the end of the meeting all participants declared that they would like to continue to cooperate and coordinate their activities towards a sustainable tourism development in the Baltic Sea Region. As a permanent platform and frame for communication they want to use the Agora-DestiNet-website <http://agora.destinet.eu.eea.europa.eu> in future.

5 Implementation – next steps

The partners in the agora network are well aware that they will not be able to implement the agora strategy all alone. Hence, they asked other tourism key stakeholders in the Baltic Sea Region for their advice and support. During the Baltic Sea Region tourism stakeholder meeting in Berlin they invited the participants to vote for the 10 most important activities towards a more sustainable tourism development in Baltic Sea Region for next two years out of the recommended activities listed in chapter 3. Important was defined as urgent, relevant and feasible. The top 10 are shown in the table below:

What should be done?	Ranking
1. Disseminate the agora Sustainability Check for tourism projects as a model ; encourage its practical application.	1
2. Use, extend and maintain the agora and Baltic 21 network on sustainable tourism development.	1
3. In the assessment of projects applying for public funding, give credits for (at least partly) implemented sustainable tourism plan	2
4. Identify and use competence cluster and knowledge alliances .	2
5. Develop exemplary sustainable tourism products as best practices and lighthouse products.	2
6. Identify exemplary eco-destinations in the Baltic Sea Region; analyse and communicate their success factors.	2
7. Suggest that the agora Sustainability Check approach will be used by the EU programme assessment teams .	3
8. Initiate a pan-Baltic project concerning communication and training for sustainable tourism	3
9. Initiate a Baltic Sustainable Tourism Innovation Programme to prepare the Baltic tourism sector for future challenges.	3
10. Conduct a pan-Baltic project on sustainable destination development to test different sustainable development models.	3

Hence, the strategy implementation should concentrate on these top 10.

Furthermore the activity “*Meeting of Ministers for Tourism and for Environment to decide on the development of a BSR Sustainable Tourism Action Plan*” was discussed as very important for the sustainable tourism development in the Baltic Sea Region. The participant suggested that the Baltic 21 SOG might take the responsibility for this task

For the top 10 activities the stakeholder meeting proposed 4 draft work plans for their implementation:

Work plan 1	
Activity 1	Disseminate the agora Sustainability Check for tourism projects as a model ; encourage its practical application.
What to do?	<ul style="list-style-type: none"> ▪ Identify relevant stakeholder/multiplier to be informed ▪ Provide them with tailored information on the check ▪ Offer individual explanations to the check and its possible use ▪ Carry out an image campaign and regional conferences ▪ Monitor and evaluate the use of the check
Who should do it?	Baltic 21 TOUTF, DestiNet, agora network, ICLEI, CCB
Financing	Activities could be part of the planned Baltic 21 Eco Region project
Time frame	Already started, to be continued
Work plan 2	
Activity 7	Suggest that the agora Sustainability Check approach will be used by the EU programme assessment teams .
What to do?	(a) Invite the Baltic 21 SOG to (b) ask VASAB to (c) propose using the agora Sustainability Check approach in the Territorial Cooperation Programs project assessment.

Continuing next page

Work plan 2	Continuation
Who should do it?	Lead party Baltic 21 Tourism Sector: (a) Application to SOG; SOG: (b); VASAB: (c)
Financing	Not needed
Time frame	Proposal on the next Baltic 21 SOG meeting
Work plan 3	
Activity 9	Initiate a pan-Baltic project concerning communication and training for sustainable tourism
What to do?	Initiate a project to develop a Baltic Tourism Learning Region on Sustainable Consumption and Production (SCP). Partner with institutions which already train tourism stakeholder.
Who should do it?	Proposal: Baltic 21 Education Sector Assistance offered by Ecotrans
Financing	Project funding e.g. by the European Territorial Cooperation Objective and European Neighbourhood and Partnership Instrument <i>Baltic Sea Region Programme</i> or the <i>Life+ Communication Programme</i>
Time frame	Preparation should start as soon as possible
Work plan 4	
Activity	2, 3, 4, 5, 6, 8, 10
What to do?	Initiate a project framing the implementation of the remaining 7 activities. The leading objective would be a long lasting strengthening of the competitiveness of the Baltic Sea Region Tourism through an improved innovation environment for sustainable tourism activities.
Who should do it?	Baltic 21 Tourism Task Force together with the Baltic Tourism Commission (BTC)
Financing	European Territorial Cooperation Objective and European Neighbourhood and Partnership Instrument <i>Baltic Sea Region Programme</i>
Time frame	Application should ready for the first call of the programme

Apart from these four work plans there are three overarching tasks which the Strategy Factory feels most important for a successful implementation of the agora Strategy:

Dissemination and marketing for the contents of the strategy:

- Using stories (examples, cases)
- Showing benefits
- Stressing new/key messages (provocatively)

Further fundraising for the recommended activities:

- Ask institutions, companies and organisations benefiting from the concept implementation for support
- Apply for public money for implementation project(s)

Annual evaluation of the implementation progress:

The implementation progress should be evaluated against the mentioned key aspects and recommended activities. If needed, the strategy should be revised accordingly

6 Executive summary

This strategy was developed by the agora Strategy Factory in the framework of the INTERREG III B project agora (www.agora-tourism.net). The agora project has been initiated by the Baltic 21 Tourism Task Force (TOUTF) (see www.baltic21.org) and approved as the first Baltic 21 Light House Project. The agora Strategy Factory group consists of tourism stakeholders from all over the Baltic Sea Region, from local practitioners to national tourist boards and from NGOs to public authorities. It is well linked to the respective initiatives on European (EU TSG) and global level (UNWTO).

The agora strategy is meant as a guideline and an action plan for sustainable tourism development in the Baltic Sea Region and as a contribution to the realisation of the *Baltic 21 Common Vision of a Baltic Sea Eco-Region*. It focuses on selected aspects of strategic importance and proposes activities which are relevant, feasible and effective from the Strategy Factory's point of view. The following five fields of action are suggested:

(1) Policy for sustainable tourism

- Economic, ecological and social costs of tourism products and public as well as private policies have to be visible and comparable for the customer and the public.
- Financial support by public authorities and private institutions for tourism projects should be dependent on passing an ambitious sustainability check.
- Baltic Sea tourism needs to prepare for coping with future challenges like global competition, demographic development and climate change - internationally as well as on national and destination level.

(2) Knowledge and competence development

- Sustainability has to become a key issue in tourism education at schools, universities and in business trainings.
- Tourism competence clusters and knowledge networks should be identified or initiated and used as a stimulating environment for knowledge building and effective use of existing resources.

(3) Innovation and product development

- More sustainable tourism products should be developed. They should make use of Baltic natural and cultural assets, offer high quality experiences rather than only services and contribute to a Baltic Sea Region branding.
- A stringent customer orientation and coordinated market research in product development is crucial.
- Professional innovation systems, IT and e-media solutions have to be employed.

(4) Destination development

- Tourism development should be linked to Local Agenda 21 processes, respecting local communities as well as cultural and natural values.
- Synergies of rural-urban tourism cooperation should be exploited.
- A pan-Baltic project on sustainable destination development with a limited number of case studies should generate transferable models for other destinations in the region.

(5) Cooperation and networking

- Networks of excellence and strategic alliances in sustainable tourism on provider, tour operator and destination level should strengthen the competitiveness of Baltic Sea tourism.
- The significance of sustainable development in existing tourism networks has to be fostered.
- People-public-private-partnerships should be employed to implement the participatory approach of sustainable development.

The Strategy Factory stresses that a successful development and implementation of the agora strategy will depend on a broad involvement of key stakeholders and decision-makers in tourism development in the Baltic Sea Region, expressively including the local level. The implementation of the strategy will require a responsible coordinating body. The Baltic 21 Tourism Task Force is proposed to carry out this task.

7 References

- CBD (2004): CBD Guidelines on Biodiversity and Tourism.
- UNWTO/UNEP (2005): Making Tourism More Sustainable.
- Agora Strategy Factory (2006): Documentation of the working groups results from the 3rd agora meeting.
- Agora Strategy Factory (2007): Documentation of the working groups discussions from the 4th agora meeting.
- Agora Strategy Factory (2007): Documentation of the agora Baltic Sea Region tourism stakeholder meeting, September 7, Berlin
- EU Tourism Sustainability Group (2007): Report: Action for More Sustainable European Tourism.
- Joint Programming Committee (2007): European Territorial Cooperation Objective and European Neighbourhood and Partnership Instrument *Baltic Sea Region Programme 2007-2013*.