

NAME OF THE IDEA	<i>Identification of the IDEA that originates the Action Plan</i>	Aragon Rural Labs (AR labs)
ACTION PLAN OBJECTIVES	<i>Identification of the objectives of the present action plan</i>	<p>AR labs focuses on the creation and revitalization of a regional cooperative network, unleashing the creative potential of CCIs in sustainable urban development with the goal of sustainably enhancing local heritage for regional and community development.</p> <p>Based on the Living Lab methodology, AR labs will encourage the participation of local actors and communities in the management of natural and cultural heritage through a program for the development and transfer of skills and abilities aimed at promoting innovative solutions applied to products and services, as well as business models.</p> <p>The specific objectives identified are described below.</p> <ul style="list-style-type: none"> - Increase knowledge and establish participatory decision-making processes on local communities to define initiatives oriented to transform rural areas into sustainable development laboratories, through the improvement of its cultural and natural heritage - Replicate and upscale strategies by recovering public places into hybridization facilities for the development of cultural initiatives promoting the sustainable rural development - Increase local employment and competitiveness through a training programme and support actions for good practices and innovative solutions for rural regeneration. - Foster networking and making results accessible online, and by the inclusion of the AR labs initiative into the existing networks at national and

		international levels. - Monitoring the performance and providing data to the future Regional Cultural Plan.
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ACTIVITY	RESULT	RESPONSIBLE	PARTNERSHIP	CALENDAR	RESOURCES
<i>Write briefly each of the key activities to be developed (only the main, strategic activities)</i>	<i>Identify the concrete output (s) targeted by the activity (tangible and intangible results)</i>	<i>Identify the ENTITY responsible for the coordination and management of the activity</i>	<i>Identify that other ENTITIES participate in the implementation of the activity</i>	<i>Identify the expected start and end date of the activity</i>	<i>Identify the main resources to achieve the development of the activity (e.g.: human, technical, etc.)</i>
Collection of territorial opportunities to safeguard and valorise cultural and natural heritage, using new and innovative approaches in cooperation with creative stakeholders.	(+100) questionnaires on opportunities for the CCI to promote sustainable rural development (20) workshops to identify cultural actions related with the sustainable rural	Federación Aragonesa de Municipios y Provincias	<ul style="list-style-type: none"> ● Gobierno de Aragón ● Red Aragonesa de Desarrollo rural ● Universidad de Zaragoza/eTOPI A ● Asociación Aragonesa de Sociedades Laborales (ASES) 	M1 - July 2022 M6- December 2022	<ul style="list-style-type: none"> ● HHRR: (20) technicians from the socioeconomic field 250.000 € ● Travels: Participation in common/coordination activities 4.000 € ● Events: (1) public activities

	<p>development</p> <p>(20) regional maps where the opportunities and weaknesses of each aragonese region will be incorporated</p> <p>The elaboration of these maps will be based on the development of a stakeholders' database, in order to ensure their participation through democratic decision-making processes, as a basis for the success of the future local hubs.</p>				<p>presentation/press conference, (20) local workshops, (20) local maps presentations, and (1) final results presentation/press conference 40.000€</p> <ul style="list-style-type: none"> ● Subcontracting cost: (NA) 0 € ● Other indirect costs 17.500€
Development of new spaces, additional to eTOPIA, open to	(2) new provincial laboratories will serve as the basis for the creation of	Gobierno de Aragón	<ul style="list-style-type: none"> ● Federación Aragonesa de Municipios y Provincias 	M1 - July 2022 M12- June 2023	<ul style="list-style-type: none"> ● HHRR: Regional Government personnel in

<p>all citizens, companies, and creators interested in developing, exploring, and sharing new ideas to safeguard and valorise cultural and natural heritage</p>	<p>the AR Labs network</p> <p>Emblematic buildings will be restored, so that local historical fabrics will have a second chance: (19) industrial buildings will be restored, meeting criteria of efficiency and sustainability.</p> <p>AL labs will be the places to further investigate and boost the potential of social innovation related to heritage, in a participatory and co-creation process, promoting the development of capabilities and the approach of</p>		<ul style="list-style-type: none"> ● Red Aragonesa de Desarrollo rural ● Universidad de Zaragoza/eTOPI A 		<p>charge of public procurement and service providers management 150.000 €</p> <ul style="list-style-type: none"> ● Travels: (NA) 0 € ● Events: (NA) 0 € ● Subcontracting cost: Services to restore ancient buildings, meeting criteria of efficiency and sustainability, as local hubs headquarters 10.000.000 € ● Other indirect costs 10.500 €
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	<p>mutual learning with each other.</p> <p>This activity will give more uses to empty urban/rural spaces.</p>				
<p>Establishment of a cross-fertilisation program to foster innovation and entrepreneurship in rural areas, while preserving the unique identity of the historic sites regarding their natural, cultural and social values.</p>	<p>(1) cross-fertilization program as instrument to favour innovation among CCI and local SMEs and micro-enterprises in the traditional sector</p> <p>(20) cross-fertilisation camps to generate innovative projects in a collaborative way fostering co-creation and innovation</p> <p>(20) creative</p>	<p>Asociación Aragonesa de Sociedades Laborales (ASES)</p>	<ul style="list-style-type: none"> ● Universidad de Zaragoza/eTOPIA ● Federación Aragonesa de Municipios y Provincias 	<p>M13 - January 2023</p> <p>M24 - December 2023</p>	<ul style="list-style-type: none"> ● HHRR: (20) local teams in charge of local activities(40 persons) 720.000 € ● Travels: Participation in common/coordination activities 12.000 € ● Events: (1) public program presentation/press conference, (20) local program presentation/press conferences, and (1) final results

	<p>camps to exhibit the local challenges, to define solutions for the challenges and to create new business models through co-creation techniques</p> <p>(+20) Initiatives incubated/year</p> <p>This activity will help stabilise the younger population of an area by creating employment opportunities through new sustainable development models.</p>				<p>presentation/press conference 50.000€</p> <ul style="list-style-type: none"> ● Subcontracting cost: Provision of support services during the cross-fertilisation/creative camps, as well as incubation/acceleration services 500.000 € ● Other indirect costs 50.400 €
Creation of the Aragonese Network of Rural Laboratories with	(+100) entities taking part in the AR labs network	Universidad de Zaragoza/eTOPIA	<ul style="list-style-type: none"> ● Gobierno de Aragón ● Federación Aragonesa de 	M1 - July 2022 M24 - December 2023	<ul style="list-style-type: none"> ● HHRR: (3) persons in charge of the network

<p>the aim of testing, demonstrating and piloting activities of co-creation and co-design of solutions with potential for the sustainable transformation of the rural environment through the management and improvement of natural heritage. Having also a direct impact on creating new sustainable opportunities for local traditional businesses and developing new creative skills and jobs.</p>	<p>AR labs initiative included in the new Regional Cultural Plan as a tool to mobilise and leverage additional private and public investments, including structural funds, using available resources as efficiently as possible and assessing ways to tap into new funding sources, to secure economic and financial sustainability for the execution of the project.</p> <p>AR lab member of the European Network of Living Labs</p>		<p>Municipios y Provincias</p> <ul style="list-style-type: none"> ● Red Aragonesa de Desarrollo rural ● Asociación Aragonesa de Sociedades Laborales (ASES) 		<p>coordination 250.000 €</p> <ul style="list-style-type: none"> ● Travels: Coordination meetings with local hubs 15.000 € ● Events: (1) public AR labs initiative presentation/press conference 7.500€ ● Subcontracting cost: (NA) 0 € ● Other indirect costs 17.500 €
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	(www.enoll.org).				
Development and supply of a digital platform as a space to package, scale and exploit the results, helping to reverse the trends of depopulation and abandonment of natural heritage in a systematic way through networking activities, where innovation will be the main driver.	<p>(1) Open innovation tool for the dissemination of results, a pool of initiatives and participants (companies, universities, research centers, public bodies and financing entities) contributing also to the commercial and social promotion of the region by attracting new visitors and promoting the visibility of entrepreneurial initiatives related to culture and creativity.</p> <p>AR labs as a frontrunner for national and EU</p>	Red Aragonesa de Desarrollo rural	<ul style="list-style-type: none"> ● Gobierno de Aragón ● Federación Aragonesa de Municipios y Provincias ● Universidad de Zaragoza/eTOPI A ● Asociación Aragonesa de Sociedades Laborales (ASES) 	M1 - July 2022 M24 - December 2023	<ul style="list-style-type: none"> ● HHRR: (NA, person in charge of the platform, and other AR labs' communication activities coordination included in previous activity) 0 € ● Travels: Participation in national and international events to promote AR labs initiative 10.000 € ● Events: (NA) 0€ ● Subcontracting cost: Cost related to the online tool design and maintenance

	regional plans contributing to the environmental, cultural and rural recovery and revitalization.				10.000 € ● Other indirect costs 0 €
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GENESIS OF THE ACTION PLAN	<i>Please explain the coherence of this action plan with the needs analysis, the frontrunner analysis and capacity building process</i>	<p>One of the main inconvenience of the Aragonese economy is the inequality of the zones, due to the fact that during the seventies and the Development Plans various territorial zones were developed, leaving others neglected facing chronic economic, social and environmental problems. This is resulting in unemployment, disengagement, depopulation, marginalisation or loss of cultural, biological and landscape diversity.</p> <p>For this reason, our frontrunner approach, Isla Creativa, has been taken into account, but considering the specificities of our community: the impact of territorial inequality between urban and rural spaces.</p> <p>3 urban hubs will be promoted following the example of <i>Isla Creativa</i>, recovering previously degraded area of the city and transforming it into a new district of the 3 aragonese capitals, well connected with the rest of the city, with affordable houses, environmentally-friendly business areas, social and cultural installations as well as spacious green areas for citizens. The idea is to promote initiatives such as <i>Señaliz-ART</i>. A proposal for urban intervention arising from an Art, Social Participation and Urban Regeneration Workshop, which brought together architects and artists who shared the hope of improving the neighbourhood. But</p>
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also these aimed to safeguard and valorise cultural and natural heritage in rural areas, using new and innovative approaches in cooperation with creative stakeholders.

At the meantime, the “Rural Development Program of Aragon” addresses between its priorities to promote social inclusion, poverty reduction and economic development in rural areas by:

- Facilitating diversification, small business creation and job creation
- Promoting local development in rural areas
- Improve accessibility to information and communication technologies (ICTs) as well as use and quality in rural areas

AR labs represents an opportunity to expand, throughout the Aragonese territory, the process of social and economic transformation that its urban areas are carrying out, which in the society of knowledge, creativity and globalisation is based on the imponderable of innovation.

The CCIs involved during the capacity building process aims to truly create sustainable global initiatives, where the carbon footprint is the minimum possible, where sustainable suppliers are taken into account, the impact of mobility is close to zero, gastronomy is provided by suppliers nearby, etc. This has been the main reason, in addition to the specific idiosyncrasy of the Spanish political model, to propose a decentralised solution. On the other hand, a quintuple helix approach has been proposed in the definition of alliances, seeking a balance between territorial integration and intersectoral policies.

Having identified the consensus and participation of the key and determining actors as one of the main characteristics that the action plan should have, it has been proposed to carry out a capacity-building process based on the responses

to the questionnaire on opportunities from the CCI to promote sustainable rural development. The participation of more than 100 representative entities of civil society is expected in the (20) sessions to increase knowledge about heritage-driven rural regeneration strategies through in-depth and systematic mapping and analysis of rural regeneration practices. heritage-driven. The participation methodologies will be efficient in the use of time and more transcendent when giving opinions on priorities and criteria.

Our objective of rural sustainability has a double intention: the first is related to sustainable regeneration initiatives that help to recover a previously degraded area of a town or city and transform it, being able to preserve the environment and avoid depopulation, the second is to be able to succeed in doing so in a dimension of global sustainability. In this sense, AR labs intends to restore emblematic buildings, so that local historical fabrics have a second chance. (19) industrial warehouses will be restored, meeting efficiency and sustainability criteria. The AL laboratories will be the places to further investigate and increase the potential for social innovation related to heritage, in a participatory and co-creation process, promoting the capacity development and mutual learning approach among all. This activity will give more uses to empty urban/rural spaces. The idea is to implement (19) new replicators projects based on eTOPIA to demonstrate the effectiveness and efficiency of the heritage-led rural regeneration strategies developed within *AR labs*.

The development of tools aimed at implementing cross-fertilization processes between the creative industries and the traditional local economy will make it possible to establish a system of promotion and support for innovative solutions and the creation of new business models in rural territories that are in the process of building their own heritage-based regeneration strategies. Each local axis will be made up of a community of local actors, as well as a physical meeting place where co-creation activities and development of new strategies

for the regeneration of their territory based on their own cultural heritage will be carried out. Increase the possibilities of generating employment and local competitiveness, developing new capacities for the innovative management of Cultural and Natural Heritage in rural areas and sharing a brand strategy (AR Labs Brand) to improve visibility and attractiveness. As a result, the process of rural depopulation is expected to stop. Attracting, in turn, the younger population, generating employment opportunities through new models of sustainable development.

During the needs assessment phase, financial problems, the need to go beyond territorial borders and the modernization of cultural and creative enterprises (particularly in terms of technological resources) were identified as the main challenges for CCIs. For these reasons, AR labs will establish a training program aimed at increasing employment and local competitiveness. At the same time, it will seek to mobilize and leverage additional public and private investment, including structural funds, using available resources as efficiently as possible and evaluating ways to tap into new sources of finance to ensure economic and financial security.

In this sense, there is a clear need to substantially improve the percentage of the community's cultural GDP, which is really low for a region like Aragon (less than 2%). This would imply a certain degree of normalization and is the only way to avoid the deterioration of the cultural sector. Sufficient and sustained financing is needed for culture, which places it as one of the strategic axes of our community, along with tourism and the use of our important heritage.

In addition, the lack of strategic objectives in the cultural policy of the last decade in Aragon adds to the endemic precariousness of investment and the last crisis linked to the pandemic caused by COVID-19. In general, there has been improvisation, thinking more in terms of activities than programmes and

generating great instability in companies and projects. Priorities have been poorly agreed and, therefore, it could be said that there has been little transparency. In this sense, the lack of coordination between the different administrations (local, regional, provincial and autonomous) must be overcome. Aragon must urgently develop and reach a consensus on a Culture Plan for the whole Community, which must include the Culture Plan Zaragoza is working on. Aiming for new cultural policies for new and complex times. Promoting new management models and new work processes and methodologies. This is the main reason to include ARlabs initiatives in the new Regional Cultural Plan.

On the other hand, the participation and inclusion of AR labs in other initiatives outside our territory will be of vital importance for the mobility of creators and cultural products both in Spain and internationally.

The development of an open innovation tool for the dissemination of results, as a pool of initiatives and participants (companies, universities, research centers, public bodies and financing entities) will contribute to the commercial and social promotion of the territory. Attracting new visitors, and promoting the visibility of business initiatives related to culture and creativity. But it will also position AR labs as a frontrunner for other regional, national and EU-wide initiatives and beyond, which will be able to replicate and improve their heritage-based rural regeneration strategies and approaches. Making the results of the AR labs easily exploitable and accessible to regional and global stakeholders such as competent authorities, planners, companies and civil society.

In addition, this tool will allow monitoring performance and provide quantifiable evidence for the regeneration strategies implemented, quantifying the impact of the strategies in terms of heritage importance, sustainability, improvement of well-being, socioeconomic trends, culture, community and acceptance of citizens. Facilitating the establishment of a participatory, multi-stakeholder,

		<p>efficient, transparent, intersectoral and transdisciplinary decision-making process using an open data approach to foster innovation and develop a deep sense of ownership and responsibility of rural communities.</p> <p>In brief, the AR labs initiative promotes the development and commercialization of sustainable solutions and events, pointing to new cultural policies for new and complex times, through a new management model, and new processes and methodologies exploitable and accessible to regional and global stakeholders such as competent authorities, planners, companies and civil society.</p>
<p>OTHER IMPORTANT INFORMATION</p>	<p><i>Comment or describe other information you consider useful for the action plan</i></p>	<p>During the process of defining needs and designing this action plan, pre-existing initiatives have been identified that could serve as an example for future business models or be transferred to the rest of the Aragonese territory.</p> <p>For example, beyond the art galleries and spaces established in the city of Zaragoza, there are various actors who present exhibitions and performances throughout the province. By transferring El Bosque Sonoro initiative, the organisation of travelling exhibitions focused on making the artistic experiences of local professionals more accessible to all communities in the province, would not only increase cultural capital and foster creativity, but also generate a new rural cultural offer. These rural routes would bring a wide range of experienced artistic performances to the different local hubs, from which creative and educational workshops would also be organised. By providing opportunities for people of all ages to explore, participate and work in the arts, they enable sustainable social and economic development through culture.</p> <p>On the other hand, the province of Teruel, where economic wealth has been declining due to various factors, such as urban migration and the decrease in the value of agricultural products on the world market, is home to the Maestrazgo Geopark. Its rural landscapes are the product of an ancient collaboration</p>

between human society and nature, the result of natural and cultural processes, narrating the history of the ancestors and originally configuring the cultural premises of a territory. The geopark represents a great opportunity for tourism development within rural areas, through its spectacular mountains and rural municipalities such as Puertomingalvo, Mirambel and Cantanvieja. Which are part of ["The Most Beautiful Towns in Spain"](#). A Spanish association created in 2011 to promote, disseminate, encourage and preserve cultural, natural and rural heritage in geographical areas with a lower level of industrialization and population. The development and application of interactive online tools such as Geotrails and Geocycle routes, visitor centres and public services, would in turn offer new job opportunities to residents, promoting the local production of products and services. In this sense, maintaining a balance between protecting, conserving and enhancing the heritage values of the rural landscape is the premise for achieving rural regeneration.

Finally, sustainable food, beverages and gastronomy embody agricultural practices, landscape, local history and traditions, symbolising the cultural heritage of Somontano (**Huesca**). Food serves as a strong connection between nature and human society that brings together land, heritage and people. In this sense, the promotion of solutions resulting from the hybridization between the creative sectors and the existing offer, emphasising its landscape with edible experiences, would further strengthen the impact of the [Sabores de Somontano](#) initiative. In turn, the local hub would work with the aim of converting the [institutional portal of the Somontano Region](#) into a diverse and dynamic channel to share stories, form relationships and build communities.