

Exhibit 1

Project Plan

Innovation and Development of Urban Ecotourism

6157-00002A

Describe the common goal and vision for the project

Vision of the project

The aim of the project is to develop a scalable participatory model for development of commercial urban ecotourism. The vision is that the urban spaces of Copenhagen and Roskilde are merged with the natural spaces of Amager Nature Park and the National Park Skjoldungelandet into innovative sustainable tourism structures and concrete tourism products.

Urban ecotourism is a hitherto rather unexplored area, and has not yet taken off in Denmark. With the emerging national and nature parks in Denmark, huge areas of natural resources very close to touristic urban centers, offer a whole new array of opportunities on how to perceive, perform and combine urban tourism. The recently established Nature Park Amager and National Park Skjoldungelandet serve as pilot projects.

The project draws on established eco-design and participatory destination development methodologies, but will be innovative in developing an ideal iterative model for design of a new form of commercially urban ecotourism, serving as a niche for tourism development; forging the ties between urban cultural tourism, and nature tourism. The project combines new knowledge on learning from ecological experiences, with knowledge of how to support a sustainable spatial and commercial development of tourism. The project will lead to prospects of urban ecotourism development for the two areas, and a range of new, concrete prototype tourism products developed by the guides/entrepreneurs, offered to incoming agencies and foreign tourists in several languages, but also to regional/national tourists as well as locals. Finally, the guides will be key agents changing tourism behavior toward more sustainable practices.

From a research perspective we aim at addressing a novel approach within tourism destination development that includes corporate and civic organisations: What are the barriers and hinders for successful outcome of corporate stakeholder involvement with space-designers in urban ecotourism development? Outcome: measured in local engagement, park visits, and commercial outcome for guides, incoming bureaus and local tourism industry. The value of our research will contribute to knowledge about transition spaces or arenas within transition theory, that hitherto have focused on product-service configurations leaving locality and geographic space out of concern. Furthermore, transition studies have not approached the tourism sector, so we will internationally create valuable insights in these school of studies. In relation to Participatory Action Research and Design studies we may gain new insights of distributed co-design within local areas, depending of a very broad range of users, commercial interests, guides, biologists and so forth. How is it possible to establish a co-design platform that actually delivers a novel spatial identity building on top of already existing cultures and images not blocking local interests? Finally, it is of international interest to gain knowledge on greening urban areas by tourism – these have hitherto been observed as contradicting areas.

Our success criteria are that hidden touristic potential of the two areas are elicited and developed for commercial use. The project will have traced and developed local identities and narratives on top of identified social, material, and ecological resources. Local/regional public and private actors are brought together to develop a template for sustainable urban ecotourism with focus on infrastructures, architectural facilities and product development. Tourist guides/entrepreneurs have created several prototypes of touristic urban eco products with focus on educating and involving the tourists in sustainable behavior. Interested parties from other nature parks are included and may potentially start up processes based the result of our project.

Value creation

The project will result in a Blueprint and an innovative Tool-Kit for future commercial tourism development in nature parks/national in Denmark close to urban centers, that will enhance a unique body of knowledge for commercial interests, and transfer into research and relevant educations at KU, RUC and other universities. Concrete programmes will be offered to students. The strategic prospect on sustainable urban ecotourism narratives, infrastructure and architectural facilities, will in dialogue with other current projects in nature parks, create an offset for innovative physical infrastructures and tourism products.

Forest School and Tourist Guide Diploma and a post educational module will generate a number of innovative proto type eco-design products, where at least five of them will be tested in either the National Park of Skjoldungernes Land or in Amager Naturpark in year 2 and 3 of the project. Through the business partners (DMC and guides/entrepreneurs) the new tourism products are introduced to markets with high potentials, and a constant demand for product development. The existing structure of the Tourist Guide Diploma Program permits us to develop and integrate an optional module on sustainability and entrepreneurship for students. Furthermore, we will develop a postgraduate module on the same topics to strengthen and expand job creation, which has long been in request by the self-employed guides.

Value propositions

The project will develop sustainable tourism, that enhance the realisation of the commercial potential in urban ecotourism in the two parks and other parks in Denmark.

Potential investors are involved in the project for realisation of the physical infrastructure proposed in the architects` prospect. This will support the general development of the parks, but also benefit the users. The project will enhance local communities and their sense of identification and ownership of their local natural areas.

The self-employed guides and the students involved in the project will develop new tourism products, that does not exist in Denmark today, and minimum five new tours/experiences are created and tested and more tours will be developed as prototype tours. Sustainable tourism products are in demand from the tourists and the tourism industry and from not least the local stakeholders.

The project will enhance awareness of urban/nature balances by local people as well as tourists. The project will advance Denmark`s brand as a green and energy friendly country.

Strategic capabilities of the project parties

The prospect on destination development will be conducted by Marco Berenthz, Poul Høilund and Anna Maria Indrio from Norrøn. They have a thorough knowledge of and experience in destination development and place branding from recent projects. They have the ability to exploit their skills creating specific designs for areas such as nature parks. Involving local communities and end users have been a core element in their latest projects. Synergies will emerge when collaborating with researcher from KU and RUC, who will provide a theoretical framework and new data collection method.

The product development in the two parks will be secured by the Tourist Guide Diploma Program as head of the Program, Susanne Haraszuk, will be responsible for planning and implementation of the two new programs for students at the Forest School at KU and the Tourist Guide Diploma Program at RUC in collaboration with Jane W. Meged and Henriette Kragh Jacobsen. To ensure the development of at least five marketable tour products, certified tourist guides, who already are entrepreneurs and own small businesses are invited into a post graduate program, and the architects in WP 1 along with the researchers in WP3 provide input to WP2.

The development of a scalable model for commercial urban ecotourism in Denmark will be conducted in cooperation by four researchers. Berit C. Kaae, KU, will engage in guide training, developing sustainable physical narratives and scalable eco-methods. Her current research areas are sustainable outdoor tourism, multi-sectorial land use. Ole H. Caspersen, KU, will also be involved in developing sustainable physical narratives and scalable eco-methods. His current research areas are environmental issues, land use and planning Anton Stahl Olafsson will assist as GIS-system expert. Jesper Holm, RUC, will lead the theoretical part and focus on the projects innovative and scalable potentials, as his expertise is environmental policies and sustainable transition. Jane Meged will contribute with theoretical knowledge on guides.

The leader of RUC Tourism Network, Anne Cecilie Laza-González, will use her experience and networks from her position to facilitate the project clusters, and to disseminate the results. She will also manage two seminars for investors and stakeholders.

Jane W. Meged will be the project leader and Henriette K. Jacobsen project coordinator. They have both worked as managers and project leaders of similar projects.

Plan for capitalizing on the results

Existing projects and networks around the two parks are about to develop the parks primarily for local use. The Innovation Fund involvement will take this to a commercial level, increasing the number of international tourists, by developing new tour products marketed and sold by Incoming agencies like Destination Management Copenhagen (DMC), Danish Heritage Tours, Green Energy Tours, and other small businesses offering guided tours. The entrepreneurs involved in the project are operating on markets with high potentials, and a constant demand for product development. DMC handles incoming leisure and business tourism as well as 127 cruise call (out of 300) in Copenhagen and around 30 calls in 8 different locations in Denmark. DMC will invest in marketing and sales. A network between smaller guide businesses will be established to promote continuous product development, and the development of a common marketing and sales platform.

The project will nurture relations to investors, who potentially may realise physical infrastructure as suggested in the prospects. Furthermore, the project partner Norrøn will as a destination developer gain commercial options from the project in servicing the other nature- and national parks.

The new tour products will if possible include using and buying services from local stakeholders, not least who focus on sustainability. This should subsequently develop their businesses and increase profits.

End-users for the Blueprint and Tool Kit will be involved to secure the continuation of developing Urban Ecotourism in other parks.

Master plan for the whole project

The project consists of four working packages

WP1 runs from 1st of January 2017 to 31st of December 2017. It delivers basic data on park narratives, potentials & preferences in tourist industry, stakeholders, and inhabitants. If hindered, alternative data methods have to be provided in due time, as they feed the formulation of the construct of narratives of the 2 parks, secondly the final prospect development. Prospects for National Park Skjoldungelandet and for Nature Park Amager are to be delivered by the 31st of December 2017. However, any delays within year 1 do not hamper the WP2 and WP3 until month 13. PPGIS data on tourist behavior and site preferences in the two parks are to inform guides, park management, and infrastructure designers in achieving sustainable local park tourism and visitor behavior, and have to be delivered latest 31st of October 2017. WP3 follows and evaluates the process of narrative & prospect produce and data methods for the Tool-Kit development.

WP2 develops 2 modules, with the value of 5 ECTS (European Credit Transfer System) on Urban Ecotourism, changing tourist behavior and entrepreneurship. One for guide students and one for invited self-employed certified guides where results from WP1+3 are to be handed over. The modules will be developed by Tourist Guide Diploma Program at RUC during 2017 and will be ready for implementation 31st of December 2017. The two modules will be offered during spring term 2018 and finalised by 31st May 2018. Guide entrepreneurs develop a minimum of 5 thematic prototype tours which will be tested on the market latest by 30th of September 2018. The module is implemented and followed-up in the Tourist Guide Diploma Programme in 2019, and lack of market demand in 2018, must lead to new product innovations during spring term 2019, which then are tested in summer 2019.

WP3 delivers an embedded design framework for Urban Eco-Tourism in the 2 parks, as the cognitive framework for WP 1 & 2. This package also follows and evaluates the process of narrative and prospect produce and data methods and the process & products of WP2 's education and tour package development in order to inform the construct of Tool-Kit and Blueprint. WP3 delivers by the middle of 2017 a first literature/project review for the use in WP1 prospect making, and the final review by the end of 2017 serves to inform WP2 on involving guides in entrepreneurial, commercially interesting tour packages. Review handout is a stop/go for continuation of WP3. The review gives a strategic input to the overall design-process & transition strategy for urban eco-tourism niche development in urban parks areas. The review is used to adjust the design strategy from mid of the project period, and informs the final Blueprint and Tool-Kit. WP3 makes a mid-term evaluation in year 2 showing how the conceptual framework has operated in order to adjust the Tool-Kit, thus finishing the Blueprint by 31st March 2019 and the Tool-Kit by 30th May 2019. By the end of 2019 3 scientific papers are in preparation.

WP4 forms networks and disseminates results externally and internally during the whole project. A digital platform will be available by 30th April 2017. Contact with stakeholders and investors has been established by the end of 2017 and meetings will be held throughout 2018. 2 seminars for partners, stakeholders and investors are to be held in November 2017 and November 2019 respectively.

Project structure

WP1: Destination Development

The aim of WP1 is to create the basis for the development of sustainable tourism in the two parks. The deliverables from this WP will be used in WP2 as basis for the Guides development of new products in the parks. Furthermore, the Tool-Kit developed in WP3 is based on the follows and evaluates of the process of narrative & prospect produce in WP1.

The prospect for the tourism development will be developed for National park Skjoldungelandet and Amager Nature Park in the last half year of 2017. The development of each prospect will consist of the following milestones, results and resource spending:

A Tourism analysis pointing out site-specific potentials and narratives, that can be used to develop the identity for each park. The analysis will be based on existing surveys and reports and information gathered from a study tour, one major start-up meeting with local owners and user groups (with app. 50 participants), 1 network meeting (with app. 10 participants) and PPGIS analysis used to collect new data on user groups in the parks, with a total of:

1,5 months/park to NORRØN (with the Project leader from NORRØN having the main responsibility under close supervision from the owner group of NORRØN)

0,75 months/park to Copenhagen University (with Anton Stahl having the main responsibility for the PPGIS analysis and Ole Hjorth Caspersen and Berit Charlotte K. assisting NORRØN in developing the Tourism Analysis).

This will lead to the development of the identity for the parks on which future infrastructural development can be based. The identity will be presented for and adjusted in accordance to suggestions from the network group (two meetings with app. 10 participants), allocating in total:

2,5 months/park to NORRØN (with the Project leader for WP 1 from NORRØN having the main responsibility under close supervision from the owner group of NORRØN)

0,80 months/park to Copenhagen University.

Finally, proposals for new facilities and attractions based on the identity will be developed and described in the final prospect in close cooperation with local owners and user groups (three network meetings and one major meeting presenting and transfer the final prospect), allocating in total 4 months/park for NORRØN (with the Project leader for WP 1 from NORRØN having the main responsibility under close supervision from the owner group of NORRØN).

The success criteria for WP1 is that representatives for all major user groups in the parks (min. 50 persons) have been mapped and involved in the development of the prospects in order to ensure a bottom up anchoring. Another success criteria is, that the owner group of the two nature parks will take ownership of the identity produced for each park and use it as a guideline for the future development of the parks.

NORRØN's owner group consist of Marco Berenthz, Poul Højlund D. Cruise and Anna-Maria Indrio.

WP2: Product Development

Two modules in urban ecotourism and entrepreneurship will be developed by Susanne Haraszuk, Henriette Kragh Jacobsen and Jane Widtfeldt Meged by the 31st of December 2017, allocating a total of 3 months.

Both modules will be conducted as five workshops of 2 days during spring term 2018, with subsequent test tours. The workshops will draw on internal and external professionals and academics within the field of tourism, entrepreneurship and sustainability. The modules will be lead and coordinated by Susanne Haraszuk, Henriette Kragh Jacobsen and Jane Widtfeldt Meged allocating a total of 3 months. We plan that app. 15 students from the Guide Diploma Program (RUC) and another 15 students from Communication of Nature and Culture Program(KU) will attend the module for students, while we will invite app. 15 self-employed guides to attend the postgraduate module. All students/self-employed guides will during the modules write proposals for tour products for the two parks in collaboration with DMC, Danish Heritage Tours, Green Energy Tours and more. At least five tour products will be tested and cleared for commercial use.

To counteract the risk of lack of involvement, each of the participating self-employed guides must sign a contract to deliver a tour product in exchange for a free of cost module. Should the project fall short of commercial tour products, the modules for students will repeated in 2019.

Susanne Haraszuk is responsible for the continuation of the modules in 2019 and one month is allocated.

It is a success criteria that at least 15 self-employed guides sign the contract

Other success criteria are at least to have two commercially attractive tour products in Urban Ecotourism in Roskilde/National Park Skjoldungelandet and three in Copenhagen/Amager Nature Park.

WP3: A scalable model

WP 3 establishes a shared conceptual frame of Urban Eco-Tourism and provides an overall systematic evaluation of the WPs and project processes and products based on interviews, surveys and participant observations.

By end June 2017 a first literature and project review of the field is provided to WP 1 allocating one month, and by the of 2017 a final literature and project review is provided to WP 2, to which is allocated 1 month.

The process in WP 1 and 2 are followed, and the analyses extract the key learning and the results are combined with literature reviews to establish a model which materialise in a Tool-Kit that is transferable to other parks/regions. The Blueprint is ready by 31`st of March 2019, and a Tool-Kit by 31`s of May 2019.

Blue Print and Tool Kit are deliberately developed in order to become guidelines and heuristic assistance for other Nature parks and national Parks. We have scheduled for involvement of park representatives, managers and practitioners within a number of Danish Nature Parks in order to test and qualify our tool kit and Blue print, and furthermore we include the Forum of the National Parks, Guide Associations and other Tourism Destination Development Partners for pilot project demonstration. This will be executed in WP 4.

WP4: Dissemination and networking

Digital communication platforms will be developed before 30`th of April 2017. Identification of stakeholders and potential investors facilitating meetings between the former and project partners during 2017. A first seminar, targeting the key stakeholders and potential investors, is held latest by end November 2017. Allocating 2 months

Network meetings will be organized between relevant project partners and stakeholders who work with urban nature parks in Denmark as well as potential investors who have an interest in adopting and implementing the prospect and blue print of the project throughout 2018 and 2019. Allocating 1,2 months.

A final seminar will be held latest by end November 2019, inviting stakeholders including potential investors, identified nature/national parks etc. allocating 0.6 month

Project management

Jane Widtfeldt Meged will be project leader, and Henriette Kragh Jacobsen will be project coordinator, each allocated with 3 months, with a total of 6 months distributed to management for the 3 years. A midterm evaluation will take place latest 30th of September 2018.

Midterm evaluation

We find it appropriate to conduct an overall midterm evaluation of the project as the most of the milestones are delivered during the first half of the project period. All project partners and elected advisory board members will participate, and the evaluation will serve as an important input to WP 3 for adjustments and the further process. The evaluation will include a test tour followed by a half-day meeting.