



# Membership Monitoring Report Östersund and Jämtland Härjedalen Reporting Period 2014 - 2017

Östersund together with Region of Jämtland Härjedalen was appointed a UNESCO Creative City of Gastronomy July 2010, after two years of preparation with the application. Östersund has had a coordination role in the network since 2013, and hosted the 10th Annual Meeting in Östersund in 2016. The following report describes Östersund and Region of Jämtland Härjedalen work in the network 2014-2017, and plans for the years 2018-2021.









# Content

- 1. Executive Summary
- 2. General Information
- 3. Contribution to the Networks global management
- 4. Major initiatives implemented at the local level
- 5. Major initiatives implemented through inter-city cooperation
- 6. Proposed actions for the forthcoming mid-term period
- 7. Estimated annual budget for implementing the proposed activities
- 8. Communication



## 1. Executive Summary

Östersund municipality together with Region Jämtland Härjedalen was accepted as member 24 in July 2010, and was then the second city, entitled UNESCO City of Gastronomy. Since then, the city has actively contributed to the network, both in regional projects and on a global platform with many initiatives linking the network together, now consisting of 26 members in the gastronomy group and 180 members in total.

The international work culminated after two years of preparation hosting the 10th Annual Meeting 2016, visited by nearly 300 international delegates from over 50 countries. The meeting aimed at and succeeded in setting up a new standard for annual meetings of the UCCN Network. The meeting was held in Östersund and the Jämtland region in coordination with a Creative Business meeting, regional festivals and a scientific conference that evaluated creativity for sustainable regional development, VEC. The VEC scientific conference aimed to provide scientific content and knowledge, meeting the growing demand of a scientific platform in the network.

As a member of the steering group representing the gastronomy UCCN cluster since 2011, Östersund has provided a working structure for the cluster, contributing to the joint development together with UNESCO, both in strategic development (Mission Statement, Östersund Declaration), and in concrete exchange and development projects. The initiatives from Östersund has also created momentum for local development in the themes of gastronomy, culture and tourism, giving Östersund and Jämtland Härjedalen the opportunity to market itself on a global platform. Locally the work has been carried out in a broad collaboration between regional partners since 2010. From 2018 onwards a series of initiatives are planned at local, regional, national and international level.

Positioning Östersund and Jämtland Härjedalen in global value chains in collaboration with UNESCO Creative Cities Network will continue to be a tool to fulfil the local policies integrating culture and creativity into local development strategies and plans, creating business opportunities and transfer of competence to entrepreneurs in the creative and cultural sector and companies in an international market. The envisioned work will also include organisations in the national Swedish level in cooperation with the Swedish National Commission to UNESCO, and the Swedish Foreign Office. A number of initiatives are also planned on the international stage together with the UCCN members.



#### 2. General Information

• Member: Östersund

• Country: Sweden

• Creative field: Gastronomy

• Date of appointment: July 2010

• Date of reporting to UNESCO: November 30, 2017

• Responsible for the report: Östersund Municipality - Region Jämtland Härjedalen

• Number of previously submitted reports: None

#### Contact:

Day Hartman,
Project Coordinator International Projects
Region of Jämtland Härjedalen
Department of Welfare, Climate and Competence
dag.hartman@regionjh.se

Tel: +46 70 66 07 303

Jessica Stenbäck, Project Östersund Municipality Department of Growth jessica.stenback@ostersund.se

Tel: +46 70 515 26 92



## 3. Contribution to the Networks global management

Number of UCCN-meetings during the last four years (2014-2017): Since the start of its membership in the UCCN network in 2010, Östersund has been very active and contributing to the network and participated in a number of UCCN meetings over the last four years (2014-2017). The city has been represented in each annual meeting since the 2010 annual meeting in Shenzhen and played an active role in later meetings culminating in the arrangement of the annual meeting in Östersund in 2016.

- 2017 XI annual meeting in Enghien-les-Bains, France
- 2016 X Annual meeting in Östersund, Sweden (host city)
- 2015 IX Annual Meeting in Kanazawa, Japan
- 2014 VIII Annual Meeting in Chengdu, China

Over the last four years Östersund has also participated in further UNESCO meetings to develop the network, in Hangzhou/China December 2015 and Enghien-les-Bains in April 2017. Östersund has also been active in the working group that developed UCCN steering documents "Mission Statement" initiated in the annual meeting in Bologna 2013, through a series of videoconference meetings, to the annual meeting in Chengdu 2014 where the UCCN Mission Statement was finally accepted.

Host of an international meeting within the network, UCCN Annual Meeting: Östersund together with Region of Jämtland Härjedalen hosted the UCCN 10th Annual Meeting 14-16 September 2016, where UCCN members were able to meet, exchange experiences, develop new strategies for the network and take part of Good Practices from the entire network. The Creative Cities Network Annual Meeting: participation of 270 international delegates from nearly 100 UCCN member states from about 50 countries, 25 mayors from different member states participated in Mayors Meeting. <a href="http://creativegastronomy.com/uccn2016/">http://creativegastronomy.com/uccn2016/</a>

The annual meeting was coordinated with the Mid-University Research Conference (VEC-Valuing and Evaluating Creativity in Regional Development) for international researchers with participation from 150 international researchers in 70 different themes. The conference was open to all delegates within the UCCN network. <a href="https://www.uccn2016research.com">www.uccn2016research.com</a>

The Midsweden Chamber of Commerce organized an international workshop: "Creative Business", with participation from 170 entrepreneurs and 30 international participants from UCCN in the theme creative entrepreneurship. During the workshop, regional companies, international guests and locals were able to meet, learn and get new perspectives and possibly create new businesses.

A Regional Gastronomy and Culture program was held during the week's activities that highlighted Östersund and Jämtland Härjedalen cultural profile. The activities were open to the public, the VEC participants and the delegates at the UCCN Annual Meeting. During the week, 100 different companies participated with over 100 different activities, over 10,000 people were visitors during the week.

Host for coordination meetings within the UCCN network: Östersund has had a coordinating function within the UCCN network since the Bologna annual meeting in 2013. At the annual meeting in 2016, Östersund was elected coordinator of the gastronomy group until the 2018 annual meeting in Krakow and Katowice. From the Östersund Annual Meeting, gastronomic cluster meetings have been held with Östersund in the coordination role in Jeonju/South Korea



October 2016, Macao/China November 2016, Phuket/Thailand April 2017, Enghien-les-Bains/France June 2017, Dénia/Spain September 2017, and Belém/Brazil November 2017.

Östersund together with the county's young designers have also participated in SZ-DAY, Shenzhen design city initiative for young designers 2013, 2015 and the current 2017 competition. The exhibition of the 2015 competition was exhibited in Östersund in September 2016 at the annual meeting of UCCN2016 by the Swedish Culture Minister where Östersund had a winner in the New Stars Award Category. <a href="http://szday.org/pages/zh-cn/index.html">http://szday.org/pages/zh-cn/index.html</a>

<u>Membership of the UCCN Steering Group:</u> Östersund as a UCCN member has been an elected delegate in the UCCN Steering Group since 2013, consisting of representatives from each of the seven genres of the UCCN, and the UNESCO Paris Secretariat represented by the UNESCO Director of Creativity:

- 2013 2015: Member of the Steering Committee as Deputy Coordinator of the UCCN Gastronomy Group
- 2015 2016: Member of the Steering Committee as host city of the UCCN Annual Meeting
   2016
- 2016 2018: Member of the steering committee elected by the members as coordinator of the gastronomy group

<u>Coordinator for applications to the UCCN gastronomy cluster</u>: Östersund has served as coordinator for the call for new members of the network within the gastronomy cluster, the applications have been evaluated by the network members, a number of experts in the field, which together formed the basis for recommendations to the General Director of UNESCO for admissions.

<u>Call for new members 2015</u>: Östersund, together with Chengdu/China, worked out up the schedule for assessments of applications from 14 cities, where 10 were adopted as members of the gastronomy group.

<u>Call for new members 2017:</u> Östersund as coordinator coordinated the evaluation of 18 applications to the 18 members of the gastronomy group, where 8 cities were accepted as UCCN Gastronomy Cities on October 31, 2017, Alba / Italy, Buenaventura / Colombia, Cochabamba / Bolivia, Hatay / Turkey, Macau / China, Panama City / Panama, Paraty / Brazil and San Antonio / USA.

# 4. Major initiatives implemented at the local level

A strengthened creative sector as a prerequisite for sustainable social development is part of the county's regional development strategy, and creativity and culture are prioritized growth factors in the Östersund City's development plans. The purpose of membership of the UNESCO Creative Cities Network is to help create cultural and economic development. This is part of UNESCO's focus on solidarity, cooperation and exchanges between rich and less-favoured cities in the world.

The work with the UNESCO Creative Cities Network has been managed in Östersund and Jämtland Härjedalen in a collaboration model, which involves cooperation in regional partnerships between organizations linked to gastronomy, culture and tourism. The cooperation



model is based on the Regional Food Strategy, prepared by a broad regional partnership, submitted to the regional association of Jämtland County, June 2012.

The cooperation model is also based on the regional development strategy prioritizing "Sustainable growth", where the tourism together with the culture and creative industry and gastronomy sector in Östersund and Jämtland Härjedalen were identified as success factors in social planning for attractivity and social and economic growth for occupation and tourism. In the regional development strategy is also mentioned the importance of international cooperation, and the UNESCO Creative Cities Network is specifically mentioned as an important tool creating value for regional and urban development.

Since 2010 the work has been conducted in different projects in broad regional partnerships with a circulating ownership:

Östersund Mathuvudstad 2011: (Lead Partner Östersund City) Östersund and Jämtland Härjedalen was in September 2010 the first city in Sweden nominated and later appointed as the "Culinary Capital of Sweden 2011" by the Swedish Ministry of Agriculture. The appointment of Östersund acknowledged the work of national and regional networks for gastronomy in five sectors, primary producers, food producers, restaurants, public food and tourism. The nomination was used as a motor of development in regional EU projects 2011-2014 and coordinated with the appointment to the UCCN network. The project period was in between 2011-2012 with a budget of 5 MSEK.

<u>Kreativ Matregion Jämtland:</u> (Lead Partner Region Jämtland Härjedalen) The project was funded by the national Swedish program for rural development in 2013-2014. The idea of the project was to use gastronomy as leverage in regional and urban development by focusing on the region's prerequisites in cultural and natural values. The aim was to create a unique profile where gastronomy is adding value to products and services, for increased attractiveness to the county and increased growth for the local business. In the project, focus was put on Gastronomic Communication, Logistics & Distribution and Cooperation projects. The project period was in between 2013-2014 with a budget of 3 MSEK.



<u>Creative Region of Gastronomy:</u> (Lead Partner Torsta AB) Project Funded by EU (ERDF Funds) and the project partners, Region of Jämtland Härjedalen, Östersund City, Farmers Association-Jämtland Härjedalen, JHT, the regional tourist organization and Torsta AB, Centre of Green Business. The aim of the project is business

development in the value chain of food in the theme of "Gastronomy, Culture and Tourism". The project period is in between 2015-2018 with a budget of 14 MSEK.

<u>Drivkraft 3.0</u> (Lead Partner Region of Jämtland Härjedalen, Culture Department): Projects funded by the Swedish Agency for Growth, aiming to train the staff in the regional municipal organisations cultural and business departments, for enhanced understanding of the conditions for stakeholders and entrepreneurs in the culture and creative sectors. The link to the UCCN network is the participation of representatives from the Nordic and Baltic countries to promote a UCCN Nordic network. The project period was in between 2016-2017 with a budget of 1,2 MSEK.



Internationalization and export in the creative sector (Lead Partners Östersund City and Region Jämtland Härjedalen): The project focuses on increased profitability for local companies in the creative sector, developing business partnerships with foreign markets and customers enhancing the ability for export and exchange. The long-term work of the UNESCO Creative Cities Network gives the region's companies access to marketing, new business networks and concrete cooperation opportunities where the private and public sectors work together for the best synergetic effect. Target groups for the project are companies in the value chain of agriculture, companies in culture and creative industries and in the tourism sector. The project period is in between 2015-2018 with a budget of 2,5 MSEK.

# 5. Major initiatives implemented through inter-city cooperation

Membership in UCCN means that members are required to work in joint partnerships, projects and initiatives to fulfil the strategic framework within the UCCN aiming at cultural and economic cooperation, and to operationalize the UN 2030 Agenda. Since 2010, a number of study visits have been conducted to various cities, and delegations from member states have visited Östersund and Jämtland Härjedalen to discuss cooperation.

Listed below are some of the major initiatives that Östersund and Jämtland Härjedalen has taken part in, both within the UCCN gastronomy cluster and with other genres of the UCCN:

<u>UCCN2016</u>: Organization of the UNESCO Creative Cities Network in Östersund, together with UNESCO, 116 UCCN members and regional stakeholders in culture and creative industry, industry and research. The arrangement was not just about a conference, but the purpose was to ensure that the contacts, collaborative ideas and results of the work UCCN2016 were developed and used in exchanges, business cooperation, for a long-term impression of regional and urban development in the region.

The consciousness and pride of the inhabitants of Östersund and Region Jämtland Härjedalen has been strengthened, as well as the interest from the national Swedish level acknowledging Östersunds initiative as an asset for implementing national Swedish policy's and supporting Swedish companies in export. An expression of this is that UCCN2016 won the Swedish UNESCO Prize 2017. Internationally, organising UCCN2016 has created trust of the ability of Östersund both among UCCN members and UNESCO, and has created many openings for discussions about joint activities and initiatives.



© Niklas Sagrén



<u>SZ-DAY:</u> Participation in International Design Manufacturing for Young Designers Coordinated by Shenzhen / China (UCCN Design City), 2013 and 2015. The results of the 2015 competition were presented in Östersund at the annual meeting of 2016, inaugurated by the Swedish Minister of Culture. The competition is an international event and has enabled 6-8 young designers from Östersund and Jämtland Härjedalen to participate, giving the opportunity to be seen on an international platform. During 2017-2018, young designers participate in the contest with a total prize of \$ 1 million.

The UCCN membership also provides opportunities for exchanges of students, entrepreneurs and cultural practitioners, where several initiatives are on-going, and a number of are under planning:

Erasmus + project: "Tasting Schools". The project aims at schools and students between the ages of 10 and 12 conducting study visits and joint education activities in the fields of food, health and culture. The project is a collaboration between the UCCN cities Östersund, Parma, Dénia and Bergen, and is performed between 2016 and 2018. <a href="http://tastingschools.eu">http://tastingschools.eu</a>
Logo "Tasting School" made of pupils



Erasmus + project: "Youths in action for a creative and sustainable gastronomy". The project aims to enhance opportunities for young people in the participating member cities Östersund, Bergen, Gaziantep, Dénia and Parma to ensure recruitment in the gastronomic sector while addressing the problem of youth unemployment. The project will also identify the skills needed to interact with companies in gastronomy and tourism, thereby improving youth employability. Project period 2017 - 2019.

UN Sustainable Gastronomy Day: On June 18, 2017, regional attention was paid to the first UN Sustainable Gastronomy, but also of the other members of the UCCN gastronomy cluster. Östersund coordinated the efforts where 11 out of 18 members organized activities during the day. In Östersund, "Creative City in the Park" with a program on 17 and 18 June was organized, an activity visited by 7000 people. The entire activity was communicated to the entire UCCN network and is scheduled to be a recurring annual activity.





© Tina Stafrén – UN Sustainable Gastronomy Day - crEATive pARTy 2017



## 6. Proposed actions for the forthcoming mid-term period

During the four-year period 2018-2021 within Östersund and Region of Jämtland Härjedalen membership to the UNESCO Creative Cities Network, the plan is to deepen the efforts at local level and expand national and international cooperation to meet UNESCO's strategic framework to create regional added value. The work is based on local and global steering documents (regional development strategy, Östersund Growth Plan, Regional Food Strategy, UCCN Mission Statement, UN 2030 Agenda).

A stronger creative sector as a prerequisite for sustainable social development is part of Region Jämtland Härjedalen regional development strategy, creativity and culture are prioritized growth factors in the Östersund municipality's development plan. The plans are also supported by OECD, that recommends the region to enhance competence in key fields, utilizing the strength of small businesses linked to natural resources and tourism-related services, strengthening cooperation internationally.

Through Östersund and Jämtland Härjedalen membership as a gastronomic city in the UNESCO Creative Cities Network, the region has the opportunity to profile itself in Creative Industries (CCI), the fastest growing business sector in the world.

From 2010, UCCN the membership has been used as a tool for regional and urban development in marketing, networking, cooperation, exchanges of cultural entrepreneurs, and organizations in food, culture and tourism on a global scale. A number of foreign delegations and journalists have been visiting Östersund and Jämtland Härjedalen, matching of stakeholders and development of cooperation projects are in progress, networking and communication with other member countries in the world are performed on a daily basis. From the very beginning, the membership of Östersund Jämtland Härjedalen has been managed as a rural-urban project where the city and the region cooperate in the theme of food/gastronomy, culture and tourism.

The working agenda of the membership to the UCCN network is performed within the Regional Food Strategy that in now reworked to match the current challenges. The work is done by a broad public-private partnership in the sector of gastronomy, culture and tourism and is going to be launched in the spring 2018. Östersund City has expressed that this should be linked to the UN 2030 Agenda and the regional agenda for UCCN. The local climate

plans will also be included in the plans. In order to operationalize the food strategy, there is a partnership of organizations that prioritize different initiatives that are then implemented in a broad collaboration.

Expected long-term effects with the work of the UNESCO Creative Cities Network is that Östersund and Region Jämtland Härjedalen are internationally that successfully utilize culture and creativity as a drivers in sustainable regional and urban development, is known as a "Good Practice" how cities and countries interact around common goals, have attracted talents internationally and nationally within the creative sector and have also attracted a number of companies to establish themselves in the region by creating a good investment environment.



# **Planned regional initiatives**

The long-term work of the UNESCO Creative Cities Network means that the region's companies can gain **access to marketing**, new business networks and concrete collaborative opportunities where the private and public sector work together for the best synergy. An additional export opportunity is **models and methods for working with the development of the gastronomy and creative sector**. Current business networks taking part in the activities are companies in the value chains of agriculture, companies in culture and creative industries and in the tourism and experience industries. Companies in other industries can also be relevant as culture and creativity acts as portals to business on a larger scale.

- Planned projects funded by the European Union will further focus on local and regional business having access to the network with the involvement of regional companies in the theme of gastronomy, culture and tourism and support long-term work in order to increase knowledge of entrepreneurs how to act in an international market, to be **ambassadors** for the city and the region, while creating business for their own company in international and regional events with an international audience.
- The close collaboration with **Mid Sweden University** will be deepened with **research** linked to gastronomy, cultural and creative industries and sustainable development, which evaluates culture and creativity as a creator of value in regional and urban development, and also works towards a UNESCO Chair "and a Category- 2-center "in Östersund.
- Establishing **new models for regional events** in collaboration with the tourism industry, where the creative industry, together with sporting events, creates the conditions for regional companies in the field of gastronomy, culture and tourism. The purpose of the work is to cooperate with international sports events and coordination with the regional business community to create a Regional Culture and Gastronomy Month during World Championships in the region 2019, with inspiration from UCCN2016.
- Work for a **higher proportion of locally produced food in the public sector** in Östersund and Jämtland Härjedalen, for a better supply to the children in schools, patients in health care and citizens in other public institutions and at the same time giving regional food producers access to new business opportunities, by working with procurement procedures.
- Together with the municipality of Östersund, we are working for an **attractive city centre** for Östersund, but also for the **whole region's development**. Östersund is not alone working to establish a more attractive city centre; it is a problem for cities all over the world, where Östersund and the Region of Jämtland Härjedalen, with its global network in culture and creative industries, can help convey experiences from cities around the world. Under planning, is a collaboration within Unitwin / UNESCO through Mid Sweden University Östersund for an international workshop giving ideas and inspiration from the international design and city development experiences.



#### Planned national initiatives

- In **cooperation with national Swedish organisations**, work is under planning to **implement the UN 17 global development goals**, SDG, in cooperation with UNESCO. It is clearly stated in national and international policies that to fulfil the ambitions with the SDGs it is a necessity to work on the local level since it is there where most of the activities are done, and where the groups of organisations and stakeholder work. In the process, the focus will be on "Goal 11-Urban Sustainable Development", summarized during the work of the UCCN2016, Östersund Declaration, the UCCN annual meeting in Östersund September 2016. Focus will also be on Goal 2- End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Work for **internationalization and export** of services and products in the **field of gastronomy, culture and tourism**. The government has initiated the "Team Sweden" initiative, coordinated by the Swedish Ministry of Foreign Affairs, to promote internationalization and export of services and products from Sweden to increase Sweden's export revenues. Region Jämtland Härjedalen is handpicked as a member of the group working in the theme of culture and creative industries thanks to the region's major international network, expressed through the membership of the UCCN.

#### Planned international initiatives

- -During 2017 and forward Östersund City and Region Jämtland Härjedalen **leads the international UCCN gastronomy cluster with 26 members in 17 countries**, participating in the UNESCO Creative Cities Network steering group. Östersund City and Region Jämtland Härjedalen is the only Swedish participant in the network in the field of gastronomy. The work involves responsibility of coordination, representing the gastronomy cluster in the UCCN steering committee, responsibility for evaluation of new members, as well as exchange of information regionally, nationally and internationally.
- **Nordic cooperation** within the UNESCO Creative Cities Network to increase the attractiveness of Nordic members is under development, to promote entrepreneurship and work opportunities, and to be a hub for exchange of information, knowledge and experience with UCCN cities in the world. The overall goal of the cooperation is to **strengthen cooperation with and among Nordic cities** that have acknowledged creativity as a strategic factor for sustainable development in terms of economic, social, cultural and environmental aspects.
- **Collaboration in European programs** for the exchange of stakeholders in the private and public sector in the region's prioritized areas, creating the conditions for transfer of competence in sector of gastronomy, culture and tourism. Specific goals are identifying strengths and weaknesses in respective member areas within different themes that lead to better cooperation regionally. On-going is an exchange of elementary school

students between Bergen / Norway, Dénia / Spain, Parma / Italy and Östersund in the theme of gastronomy.

- In **collaboration** with members of the **UCCN gastronomy group**, participating in various international initiatives that promote Östersund and Jämtland Härjedalen as an attractive and interesting place for visitors, investors and companies. The initiatives are planned in



collaboration with the Swedish national level, to achieve the greatest possible impact. Under development are major projects with China (Sustainable and Healthy Food) and Brazil (Biodiversity and Gastronomy), which are also focus countries for Swedish export.

- In **2020**, the **10th anniversary** is planned for Östersund City and Region Jämtland Härjedalen entry into the UCCN gastronomy cluster. The planning of the anniversary will be done in cooperation with the UCCN gastronomy cluster during the spring 2018.
- Östersund and Jämtland Härjedalen plans to participate in a **joint project** with Gaziantep / Turkey, Rasht / Iran, Shunde / China and Chengdu / China 2018 and beyond, aiming at establishing cooperation in trade and culture **along the old Silk Road**. Östersund's participation will be academic and coordinated through Midsweden University.
- Östersund and Jämtland Härjedalen plan to work with Rasht/Iran on **cultural exchanges between women in Rasht and Östersund** in art, film and gastronomy. The project application is under development in the national program "Creative Force", the Swedish Institute's program for democracy development.

# 7. Estimated annual budget for implementing the proposed activities

Funding for the various initiatives within UCCN in Östersund and Jämtland Härjedalen is taken from existing resources allocated to the network from the organizations budget, human resources in partner organizations in the various planned projects, as well as funds and programs at regional national, Swedish, Nordic and international level.

A yearly budget of about 200 000 EUR provided by Östersund City and the Region of Jämtland Härjedalen is foreseen for the next four years, in the following activities:

Description	Cost
Staff (two persons part time)	45 000 EUR
Travel	10 000 EUR
Communication	25 000 EUR
Local gastronomy project development	50 000 EUR
CCI Internationalisation projects	50 000 EUR
UCCN international partnership proj.	20 000 EUR
TOTAL	200 000 EUR

Approximate division: Local activities 50%, international activities 50%.



#### 8. Communication

To achieve the greatest possible effect of the membership in UCCN, a well-developed communication plan is needed covering the regional, national and international levels. Continuity in the work with the designation is important, the main responsibility will be on Östersund City as the Focal Point of the UCCN, supported by the Region of Jämtland Härjedalen. Resources for different actions will be taken from various planned projects and also in the marketing budget of the organisations.

Östersund together with Region Jämtland Härjedalen will also be responsible for setting up a website for the UCCN gastronomy cluster in 2018 under the domain "creativegastronomy.com", the resources for construction and operation are taken from planned projects. There are also plans together with the UCCN gastronomy cluster and our Tucson member to introduce an app, TRUST - Traceability and Storytelling, which will contain information about member cities, restaurants, activities, cultural operators, chefs recipes etc., targeting tourists and other interested stakeholders. <a href="https://www.facebook.com/trusttmus/">https://www.facebook.com/trusttmus/</a>



UCCN2016 Östersund 15 september 2016



# Credits

The report was prepared by the Department of Growth at Östersund City and the Department of Welfare, Climate and Competence at the Region of Jämtland Härjedalen in cooperation.

# For further details

Dag Hartman – Region of Jämtland Härjedalen Jessica Stenbäck – Östersund City

