

Introduction

The INTERREG Baltic Sea Region programme co-financed project “Baltic Museum Resilience: Resilient museums and memory institutions for resilient societies in the Baltic Sea Region” is aimed at developing solutions that will strengthen the resilience of cultural and memory institutions, focusing on resilience from three perspectives: governance and business model, digital sustainability, and economic sustainability.

The toolbox was jointly developed by the partnership in a cooperative process. Moreover, external stakeholders were involved in the preparation of the toolbox through national/regional workshops, and their comments/suggestions integrated.

The project partnership consists of five organisations from five Baltic Sea Region countries (Estonia, Sweden, Finland, Lithuania and Poland), having various backgrounds and experiences:

- *Estonian War Museum (EWM) - General Laidoner Museum, Estonia (EE)*
- *Museum of Västervik, Sweden (SE)*
- *Forum Marinum Foundation, Finland (FI)*
- *National Regions Development Agency, Lithuania (LT)*
- *Balteus Foundation, Poland (PL)*

The main target group of the toolbox are museums managers, heritage institutions and other cultural institutions managers, as well as policy makers responsible for culture. This toolbox is to provide guidelines for cultural institutions with the final aim of increasing their innovative approach and resilience.

The project and this document capitalize on the existing knowledge gathered from implemented three pilots in Estonia, Finland and Sweden:

- *EWM pilot focused on adjusting the museum's governance and business model as to involve more stakeholders and clients (i.e. final beneficiaries or visitors to the museum) to meet their needs and interests and contribute to the museum's resilience.*
- *The Forum Marinum Foundation pilot aimed at digitization of a coastal artillery fortress and historical items related to it, in cooperation with project partners, private enterprises, local NGOs and volunteers, oriented towards developing a model for participatory creation of digitized museum content using sustainable systems and platforms. The pilot focused on improving museum resilience through a wide inclusion of stakeholders, using established digital platforms, and increasing*

access to reliable historical information for different clients and audiences.

- *Museum of Västervik pilot was the improvement and increase museum resilience through a wide inclusion of stakeholders, using financial/economic experiences, solutions, and innovations from the pandemic and from previous projects.*

The toolbox consists of three parts, focusing respectively on the three strands of the project.

This toolbox is a set of examples and suggestions of what and how to do following the three strands according to implemented pilots:

1. *Participation, inclusion, and interaction (participatory governance)*
2. *Organic connections and digital sustainability*
3. *Financial/economic sustainability*