



THE TOURISM-FRIENDLY MANIFESTO

10 principles for making
the impact of tourism more
sustainable on cities

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ABOUT THIS REPORT

This report summarizes 10 principles for making the impact of tourism more sustainable on cities, based on the hands-on experience and lessons learned of the nine cities part of the Tourism-friendly Cities URBACT network between 2019 and 2022. It includes highlights of the small scale actions that each city implemented in order to test approaches for making the transition to a sustainable tourism model possible. The report aims to serve as a practical resource for urban practitioners connected to the topic of sustainable tourism.

Tourism-friendly Cities (TFC) is an URBACT Action Planning Network, financed through the URBACT III (2014-2020) programme of the European Commission. It aims to explore how tourism can be sustainable in medium-sized cities, reducing the negative impact on neighborhoods and areas interested by different types of tourism; to reach this ambitious aim, the project will create integrated and inclusive strategies which can keep a balance between the needs of the local community, in terms of quality of life and of services available, and the promotion of sustainable urban development at environmental, social and economic level.

Website <https://urbact.eu/tourism-friendly-cities>;
Twitter @TourismCities

The Network is led by the Municipality of Genoa, Italy. Partner cities include: Braga (Portugal), Caceres (Spain), Druskininkai (Lithuania), Dubrovnik (Croatia), Dún Laoghaire Rathdown (Ireland), Krakow (Poland), Rovaniemi (Finland) and Venice (Italy).

URBACT is the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 27 Member States, Norway & Switzerland. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. More info: <https://urbact.eu/>

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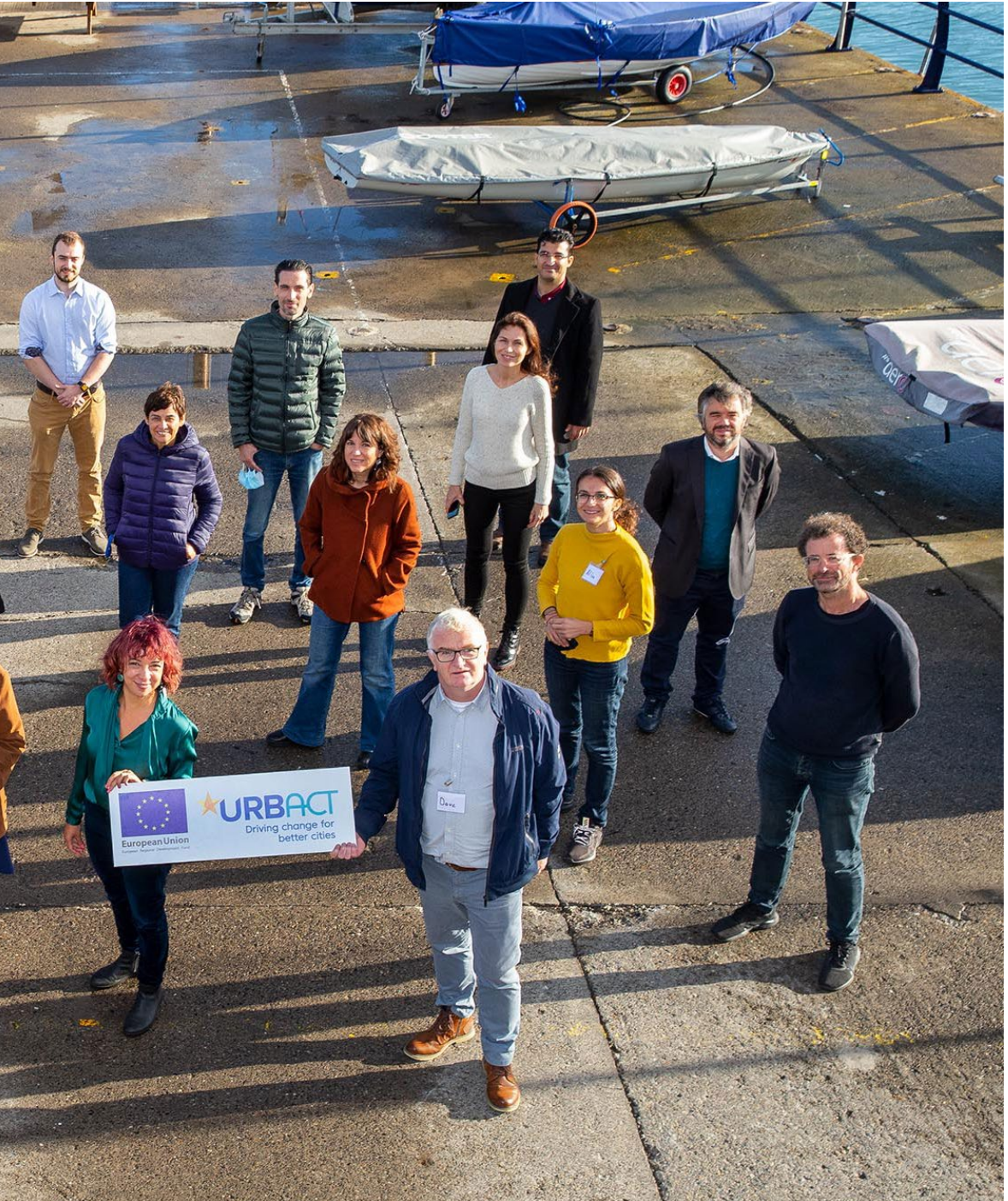
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Tourism Friendly Cities group photo - Dún Laoghaire



FOREWORD

UNDERSTANDING THE RELEVANCE OF TOURISM-FRIENDLY CITIES (TFC) NETWORK FOR CITIES WELCOMING A SUSTAINABLE MODEL OF TOURISM

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How can a city balance the inevitable conflicting needs of its residents and its tourists? Can tourism be a viable local economic sector, that acts as a leverage for sustainability, well-being and reduction of inequalities? Through what mechanisms can we really integrate the lesson learned from the recent pandemic?

Finding collective answers to these questions, involving stakeholders from NGOs, businesses, academia and public institutions, was the core of our common work within the URBACT Tourism-friendly Cities (TFC) network during September 2019- August 2022.

Such answers revealed that there is no magic formula, but rather a combination of approaches that, over time, can make a significant difference for the sustainable development of tourism. Thus, we tried in this report to summarize 10 principles that can inspire other cities and urban practitioners in the changes that existing or aspiring tourist destinations can commit to for making tourism sustainable. Each principle is informed by a practice already implemented by a city member of the TFC network, or it is a collective learning. By browsing through each of the chapters below you will discover amazing stories of change from cities that were already experiencing over-tourism (such as Dubrovnik, Krakow, Rovaniemi and Venice), but also perspectives from destinations that are open to an expansion of the tourism sector (Braga, Caceres, Dún Laoghaire, Druskininkai and Genoa).

Before you begin your deep dive in exploring this report, some useful concepts to consider are:

- **Stories that are referenced in this report are based on the Small Scale Actions (SSA) mechanism of URBACT.** An SSA is an experimentation. It is limited in time, scale and space and by their nature have the right to fail. Cities are able to learn from these tests, measure the results and either adapt, upscale or reject actions to be included in the Integrated Action Plan based on this experience. The estimate budget for an SSA was 10 000 euros.

- **The Integrated Action Plan (IAP) is the main output of cities participating in Action Planning Networks such as the Tourism-friendly Cities one, financed through the URBACT programme.** IAPs define the local actions to be carried out in response to the sustainable urban development challenges addressed in the network. It is a way for cities to develop their local development strategy using the URBACT method, which is informed by principles of integration, participation and action learning.

- **The URBACT Local Group (ULG) is the local body that is responsible for co-producing the IAP.**

Here is to hoping that this report is a timely conversation starter. Sustainable tourism will become a reality only with a shared effort of everyone involved and the courage to determine exactly how a balance looks like.

— GENOVA



———— 01



FOSTERING
PROXIMITY
TOURISM
THROUGH
IMPROVING
THE OFFER TO
TOURISTS AND
RESIDENTS



THE INITIAL CONTEXT

Genoa is one of the main tourism hubs of Northern Italy, famous for its cruise terminal and for being the entry point to Liguria region, which has risen in 2021 to the top of the podium among outdoor holiday destinations in Italy with its spectacular sea views and its mountain trails.

The powerful action of urban regeneration carried out in the last decades contributed to a global revival of the city image and to making the narrow streets of the historical city centre and its network of historical buildings, nominated as UNESCO World Heritage Sites, part of urban itineraries widely appreciated by Italian and foreign tourists.

An integrated management of tourism was implemented in the last decade by the city, fostering a strong coordination among all the actors involved in the tourism sector who are part of internal coordination bodies responsible for co-managing the use of tourism tax resources. This mechanism of cooperation was also useful for defining innovative strategies of city branding and use of social media for improving quality of life for residents and tourists, core topics respectively covered by the URBACT networks CityLogo and Interactive Cities, but also for dealing with unexpected hardships such as the collapse of the Morandi Bridge in 2018.

The COVID-19 pandemic affected local economy, and in particular the sectors related to tourism, as happened in many other cities in Europe and in the world. However, the recovery of the economic, social, historical and cultural heritage of destination has rapidly started, with a focus mostly on internal tourism. According to a survey carried out by the Italian Touring Club, in the summer of 2020, 90% of Italians have regained a progressive confidence in going on holidays, while most of them changed their way of travelling preferring proximity destinations and different types of tourism experience. This trend was particularly visible also in Genoa, accounting in 2021 +17,34% of tourists compared to 2019. –

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←
Genoa, historical center

→
Piazza De Ferrari, Genoa



THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

After the end of the COVID-19 emergency, domestic tourists are still preferring shorter distance tours in less crowded places over long journeys. For Genoa, which has strongly promoted itself as a destination for short city breaks, enhancing proximity tourism is particularly important as a strategy on medium and long term.

The promotion of new services fostering the discovery of places which have never been considered as possible destinations for holidays or weekends off, is a challenge involving a variety of public and private stakeholders.

In April 2021 the Municipality of Genoa defined several strategies to revamp the tourism sector and promote proximity travel. Through the 'Seize the moment?' campaign, the Municipality promoted Genoa as a safe tourist destination, especially for Italian travelers. Thanks to the cooperation with hoteliers and several tour operators, the Municipality launched a special package for tourists granting a free night stay at the hotel and Genoa City Pass granting access to museums and activities per each night booked in one of the city hotels. The objective of the Municipality was to extend tourists' holidays and help the entire tourism industry.

The creation of new paths for outdoor tourism is another challenge that Genoa is tackling with the objective of decongesting the city center and for offering alternative routes for tourists, creating at the same time positive effects at social and economic level on areas of the city still untouched by tourism. In particular, regaining a stronger relationship with nature and the mountain areas surrounding the city is relevant for meeting new tastes and expectations of tourists, who prefer green areas and outdoor activities to the traditional tourism paths.

The diversification of the offer for tourists will be also an opportunity for reducing the concentration of visitors in a few central areas, with an impact of different sectors of the local economy but also creating inequalities within the urban context. At the same time, the creation of activities for different target groups, such as families, young couples or sportspeople, can encourage tourists to stay longer and reduce the hit-and-run tourism effect. –

TOURISM IS A STRATEGIC ASSET FOR LIGURIA

Some fundamental data showing the importance of the tourism industry for the regional economy:

- overall added value generated by tourism estimated at around 10.2% of the GDP
- more than 4,000 accommodation facilities for over 150,000 beds
- more than 14 million official tourist presences per year for about 3,900,000 arrivals per year;
- presence of foreign tourists equal to more than 33%.
- presence in second homes estimated at about 53 million nights
- surplus in tourist expenditure of about 1,900 million euros
- total turnover of about 5,500 million euros
- tourist consumption as a percentage of total domestic consumption of around 11%
- more than 54,000 people directly employed in tourism enterprises

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

The promotion of outdoor tourism activities and the creation of alternative paths for domestic visitors are the most interesting solutions developed by Genoa with its Integrated Action Plan.

Genoa developed an integrated plan that combined the creation of new infrastructures and services to the development of a long-term vision on sustainable impact of tourism based on enhancing collaborative governance and fostering the sustainability of the sector while creating the conditions for a balanced growth of arrivals.

The promotion of three routes along the historical aqueduct was the main focus of the Small Scale Action, that was used to test innovative approaches on outdoor tourism for a domestic audience, mostly based in the Genoa's region.

Genoa's aqueduct is an impressive structure, built to supply the city with water at the beginning of the 13th century and subsequently enlarged and improved through the middle of the 17th century. The aqueduct was in operation until the middle of the 19th century but the water continued to reach the neighborhood of the Old Port until 1951. Part of its 40-kilometer length has disappeared with the expansion of the city but several long stretches are still visible and can be explored by walking or biking, amid the houses and gardens of the old villages located on the Bisagno valley.



The itinerary can be crossed for all its extension or just in some parts, as it usually happens in many ancient roads (called in Genoese language "creuze") and paths located in the valley of the old aqueduct. Moreover, the historical aqueduct route could be considered as a sort of pedestrian-bus route, because it can be reached and crossed in a sustainable way by walking, by bus or with some of Genoa's historical lifts.

This tourist route is an interesting example of how residents and visitors can experience a sustainable and outdoor experience while discovering hidden corners of Genoa. Here are reported the main characteristics of the historical aqueduct routes.

Genoa historical lift

Aqueduct route, Genoa



STARTING POINT	Piazza Manin
TRANSPORT	Buses 36, 49; Railway Genova-Casella, Castelletto Levante and Ponente lift, Sant'Anna funicular railway
ENDING POINT	Spianata Castelletto
DISTANCE	km 2
<p>WALKWAY</p> 	 <p>Spianata Salita Superiore della Rondinella Discesa S. Nicolosio Salita S. Nicolosio Via Egidio Raggio Largo della Zecca Via Paolo Emilio Bensa Piazza della Nunziata Via delle Fontane Piazza della Darsena Via Antonio Gramsci Piazza Caricamento Via Frate Oliverio Via Filippo Turati Piazza Cavour Via del Molo</p>
DIFFICULTY LEVEL	The hike is suitable for everyone and has a mostly flat running pattern, excluding some trails of uphill and downhill. A short stretch is expected on rough terrain. It is recommended to have a good ability to walk in a natural environment. Hiking footwear and clothing required.
COST	10.000/15.000 euros

The implementation of new outdoor routes helped the actors of the tourism sector, involved in the URBACT Local Group, to create a local network of partners and suppliers but also to promote a series of seasonal and targeted experiences for tourists.

The new tourism routes created along Genoa's Historical Aqueduct were then included among the activities that tourists can enjoy with the use of the Genova City Pass. The design and the implementation of these alternative routes bridged several sectors, such as urban trekking, sustainable mobility, environmental guides, hospitality and culture, and promoted sustainable and safe tourism for all.



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Thanks to the participation in Tourism Friendly Cities, Genoa improved the governance of challenges related to the sustainable impact of tourism on medium and long-term, diversifying its offer to different types of receivers.

The promotion of the tourism paths on the historic aqueducts, the installation of street signs including QR Codes for downloading apps and materials on the path, the creation of a “Pedestribus” route running from Piazza Manin to Spianata Castelletto and combining walking to the use of public transport for reaching the site, are some of the tangible actions implemented by Genoa.

A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

The main challenges on the future of sustainable tourism in Genoa are based on different aspects. The first one is related to the role played by urban mobility in reducing the negative impact of tourism on the everyday life of the city. Genoa will focus on fostering inter-modality, creating interchange car parks and integrated services and developing public and electric mobility, especially in the city center, with the objective of reducing pollution and improving the sense of safety for residents and tourists. Furthermore, guaranteeing a correct management of the flows of both inhabitants and tourists is another challenge to be tackled with a mix of infrastructural actions.

The second important challenge is to incentivize innovation and digitalisation for the development of new tourism services. The city has been working for many years in this field and now wants to take advantage of the opportunities offered by the development of new technologies for being more attentive in communication and digital marketing, providing clear information to tourists and, most of all, for increasing trust, guaranteeing sustainability and safety for tourists.

The last important challenge is the creation of new tourist routes and its communication to different target groups. The aim is to promote the city's polycentrism to spread tourism over time and space, offering solutions for alternative tours. Each tourist route has its own identity, authenticity and characteristics: the creation of new itineraries can enhance outdoor tourism experiences and promote slow and sustainable tourism. The objective is to create all-season tourism promoting it throughout different periods of the year, distributing tourists within the city and surrounding area and encouraging them to visit less popular and famous places.



**THE TOURISM-
FRIENDLY
PEOPLE**

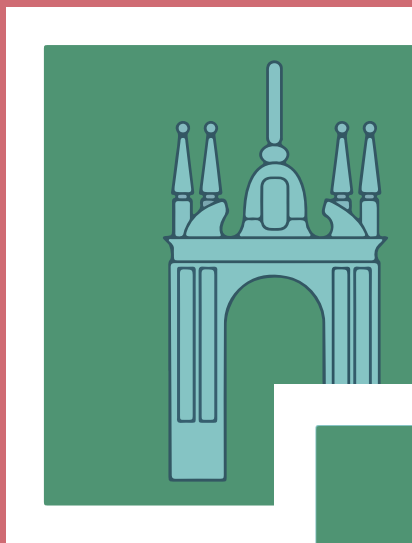
Laura Gaggero
Deputy Mayor for Tourism

*How do
you see
Genoa in
the next
five years?*



*«I see a more open city,
livable and accessible both
for residents and tourists.
A city to live in and to be
appreciated at 360 degree.
I see a city with a lot of
green spaces, connected
by a well structured line of
public transports and cycle
paths. I see a city where the
outdoor activities represent
an added value of its offer,
but also where culture,
enogastronomy and sports
have a central role to make
Genoa more particular,
stressing the importance of
its local peculiarities.
I see a sustainable city where
people could enjoy the stay
and want to come back.»*

— BRAGA





MAKING LOCAL
STAKEHOLDERS
AND RESIDENTS
INNOVATIVE
AMBASSADORS
OF THE CITY
BEAUTIES



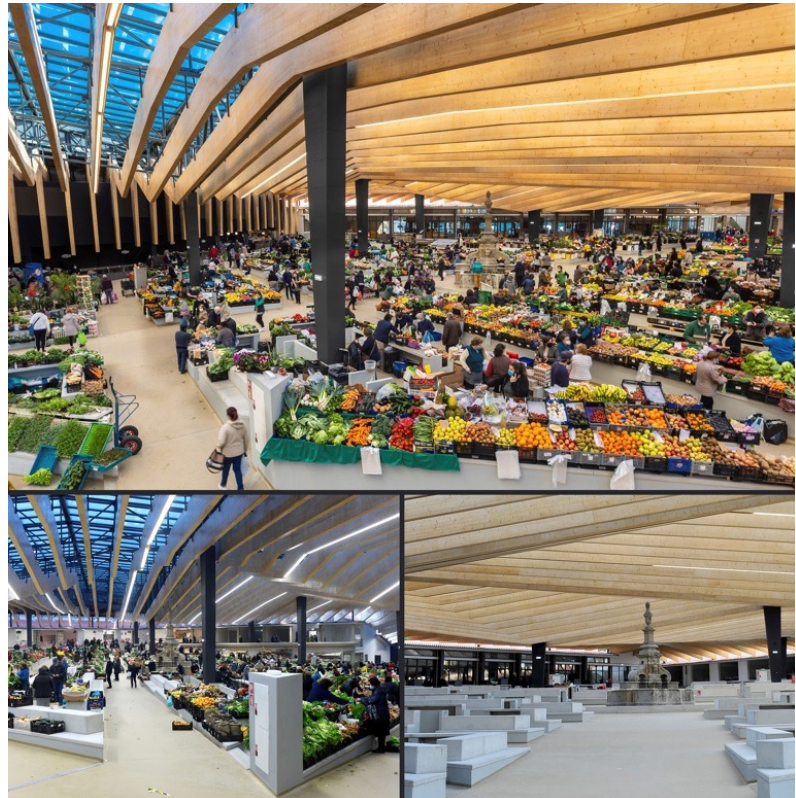
PURPUREOS
VES ODI MRESERVAVIT
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VERITAT AMOR

MR PRILENS

THE INITIAL CONTEXT

Braga is a mid-size Portuguese city strongly committed to both sustainability and development of tourism. At international level, Braga was listed as one of the 88 best cities in the world in the fight against climate change and has been awarded “class A” by the Carbon Disclosure Project. For the first time, Braga was distinguished with the Green Flag ECOXXI award, awarded annually by the Associação Bandeira Azul Europa to Portuguese municipalities. Also at the national level, Braga is at the forefront of achieving the United Nations Sustainable Development Goals, already having reached 70% of the goal completion. Positioning itself as a pole of attractiveness, it has great potential to develop in the area of tourism and in the creation of new emerging investment areas that stand out the new technologies and the ability to set up startups. In fact, tourism has already supported the revitalization of the city’s economy by generating jobs, attracting investors and stimulating commerce.

However, as negative effects of tourism begin to show, the city wants to address them already in an incipient stage. Moreover, Braga wishes that the future growth of tourism is done in a sustainable way. –



←
The Sanctuary of Bom Jesus
do Monte, Braga

→
Braga Municipal Market

THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

The City of Braga is focused in creating a strategy that can overcome its main problems, by using the URBACT method and actively involving ULG members. To achieve this goal, it wants to be able to show Braga as a smart tourism destination, which is recognized for its concerns addressing new sustainable ways and methods with positive economic, social and environmental impacts. The city's standpoint is to create a solid strategy that can tackle:

- 1 – short stay, increase the length of stays per night in the city;
- 2 – the level of income per available room;
- 3 – the risk of over-tourism;
- 4 – non-integration of local tourist services;
- 5 – preserve authenticity and tradition in the city;
- 6 – the limited resident's participation and awareness of the growing importance of tourism for the local economy. –

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Braga cultural landscape that needs to be preserved

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

As Braga was developing the portfolio of actions to be included in its Integrated Action Plan (IAP), its idea for a small scale action also emerged. In fact, it became clear that the sustainable tourism model the stakeholders were aspiring to, needed a few tests also with residents. Thus, Braga developed the SSA called “**Enjoy the City like a Tourist**”. The objective was to raise awareness among local community members, residents or entrepreneurs, on how tourists are experiencing the city. In turn, this experience and feedback would support an understanding on how to both make the city friendly towards tourism, but also what limits to impose on tourists in order to preserve the quality of life of residents.

a.

What we wanted to test through Enjoy the City like a Tourist:

- Perceptions (and the evolution of the perceptions) of local residents and businesses on tourism;
- Building new ways of co-creating local sustainable tourism experiences with local community.

b.

Why we wanted to test this:

- To improve local knowledge and the perception of value on the tourism-relevant heritage of Braga and its region;
- To raise awareness to the opportunity and relevance of sustainability in tourism practices.

c.

Main actions:

→ **Immersive city guided tours**

This action was targeting everyone who felt a connection with Braga, not only residents per se. Thus, all those who commute daily in a work context and who, in a certain way, feel and live the pulse of our city, were also welcomed.

The aim of the action was to show the city from another perspective, that is, “wearing the skin” of the visitor/tourist, thus contributing, in a way, to achieve the perfect symbiosis between the resident and the tourist.

→ **Baseline survey**

Participants were asked to answer a short survey to establish their self-described base knowledge of Braga’s touristic appeal (from its historical and cultural uniqueness), their view on the role of tourism and on the need of making tourism more sustainable, and their expectations for the activity/activities.

Surveys were provided among the participants/local residents and stakeholders to evaluate the baseline knowledge on:

- 1 – The knowledge of Braga’s heritage, historical and cultural appeal for residents and visitors;
- 2 – The perception of the role and impact of tourism in Braga’s public life and economy;
- 3 – The need for sustainability in local tourism;
- 4 – Their expectations and conclusions on the offered activities.

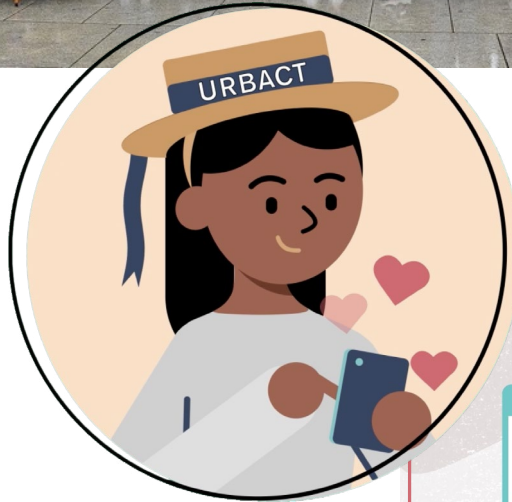
d. Results:

The results show that, in general, the visit exceeded the participants’ expectations and that they valued the gastronomy, the monuments and also the cultural knowledge acquired during the visit, thus highlighting the importance that this type of initiative may have in the promotion and dissemination of the heritage among residents. In fact, these results suggest that concrete actions such as this one can contribute to reinforce in the local community the feeling of identity and pride in heritage, as well as the commitment to preserve and disseminate it. It should be noted that, even though they are residents, most of them acknowledged having acquired knowledge about the heritage with the visit. This is why, the IAP of Braga will feature projects related to shared experiences that both residents and tourists can have. –

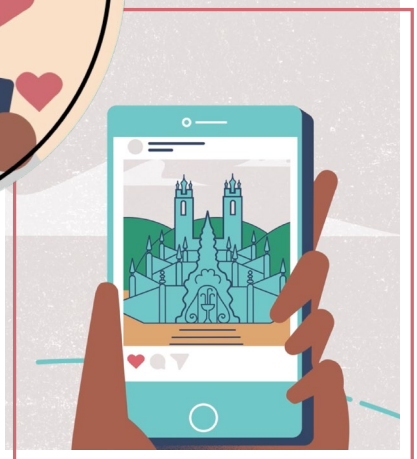




↑
Group of local citizens that attended the first SSA tour "Enjoy The City Like a Tourist" in 27th September 2021 - World Tourism Day.



←
Heavy rain impacted the implementation of the first SSA tour "Enjoy The City Like a Tourist", making some of the experiences on-site more challenging.



A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

Sustainability is a long-term process that requires constant response and adaptation based on behavior change that contributes significantly to the socio-economic, natural and cultural development of many cities and its surroundings. Thus, for the sustainable development of tourism, Braga needs to be in a continuous process of inquiry and deep listening in a regular basis focused on themes such as education, commerce and consumers therefore we intend to sensitize by creating:

- Cooperation between different stakeholders in order to respond to consumer needs through a sustainable recovery strategy in a post-pandemic world;
- Support tourism sector and encourage to develop new experiences and products, by developing new kits and tools that can provide positive impacts for creating interest for Braga as a health and safety destination;
- Promote the use for environmental friendly transportation and visits to tourist attractions, by making aware future generations for their concern to the impacts at local level and social responsibility;
- Increase synergies with the industry of stakeholders such as tourism organizations and destination management organizations, local authorities, university and school tourism courses, attractions, transport and tour operators, sleeping facilities, urban planners, architects and civil society. –

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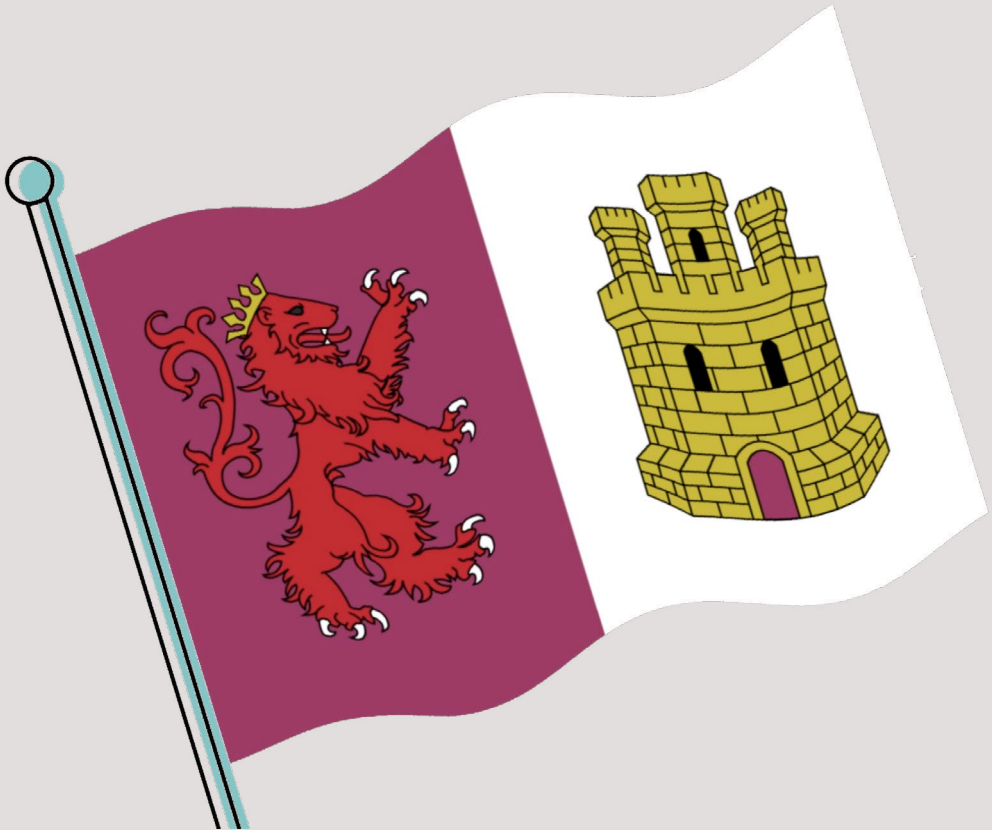
THE TOURISM-
FRIENDLY
PEOPLE

Ricardo Rio
Mayor / Municipality of Braga



«Braga is committed to sustainability in all areas. Tourism is one of the most important economic sectors in our city and we believe the work of this network is fundamental for planning our future, as an innovative and sustainable city.»

— CÁCERES





PROMOTING
LOCAL CRAFT
PRODUCTIONS
TO ATTRACT
QUALITY
TOURISM



THE INITIAL CONTEXT

Cáceres was declared a World Heritage City by UNESCO in 1986 for its mixture of Roman, Moorish, Northern Gothic and Italian Renaissance architecture. Thirty towers from the Islamic period are still standing in Cáceres, of which the *Torre del Bujaco* is probably the most famous. Unlike other Spanish tourist hotspots, the city is not affected by mass tourism, probably in part due to its suboptimal connectivity with key transport hubs such as Madrid. However, the destination is getting more popular, with 285.000 visitors in 2019, +58.000 compared to the visitors registered in 2005.

Between 2018 and 2019, reference years prior to the pandemic, the ratio of overnight stays per traveler increased but without exceeding the barrier of 2 nights of accommodation per capita in the whole period. The tourism demand is mostly domestic and seasonal, highly concentrated in the month of August and in the Easter period.

The city of Cáceres and its tourism sector can exploit all the potential that both Cáceres and its people and companies have in the development of this relevant economic activity.

The main strategic objectives of Cáceres can be summarized in the following points:

- Increasing overnight stays.
- Improving long-haul connections
- Attracting foreign tourism
- Deseasonalizing demand
- Improving the profitability of the value chain. –

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←
The Old Town of Cáceres

→
Arco de la Estrella. Main
entrance to the Monumental
City

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

Cáceres involved public and private bodies, Federations, Specialized Colleges, and Associations in the URBACT Local Group that developed a collaborative vision on the future of tourism, co-producing a city strategy focused on integrating social, economic and scientific aspects from a perspective of sustainability.

The active participation of the URBACT Local Group was ensured through the adoption of a quadruple helix approach (public, private, NGOs, universities, innovation and knowledge areas), but also sharing experiences and lessons learned that influenced the collaborative design of the plan.

The Integrated Action Plan provides useful elements to describe how Cáceres can improve tourism sustainability on medium and long term, but also how the Small Scale Action carried out in the framework of the project is contributing to achieve this objective.

The creation of an agroecology and food craft market in Cáceres, scheduled once a month, on Sundays during 4 months, is the core action implemented by the Municipality in collaboration with the local social enterprise Cooperative ACTYVA.

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Cáceres ULG meeting

Enhancing the value of local products, raising knowledge on local producers and highlighting slow food products from the Ribera del Marco area in Cáceres, are some of the main objectives of an action which contributed also to bringing organic food closer to the residents.

The consolidation of the food craft market as a permanent activity is expected to attract high quality tourism, also with the organization of events where residents can deal with visitors and let them discover the area of Ribera del Marco, that will be connected with the Historical City with a green corridor thanks to the funds of Next Generation EU.

With this action tested in the framework of Tourism Friendly Cities, Cáceres is promoting the principles of healthy food as drivers of a shared commitment on social and environmental sustainability, creating at the same time new economic opportunities and promoting sustainable tourism under different dimensions. –



Cáceres Biomarket: Small Scale Action



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Cáceres Biomarket: Small Scale Action

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

The Integrated Action Plan of Cáceres highlighted and organized the most relevant actions to make tourism essential to the economic development of the city, also thanks to a solid commitment of public and private sector.

The vision developed by Cáceres bet on the tourism resources of the city and the environment to achieve important results in a global and demanding market relying on digitization, quality and sustainability.

Cáceres leads a profitable, powerful and surprising tourism, based on its uniqueness, full of history, culture, nature, safety, gastronomy and emotion: the Integrated Action Plan aims at defining how to promote tourism in every season and month of the year, creating new experiences and opportunities for visitors and residents.

The members of the URBACT Local Group have collaboratively established four areas of interest under which a series of actions have been defined in order to foster its implementation on medium and long term:

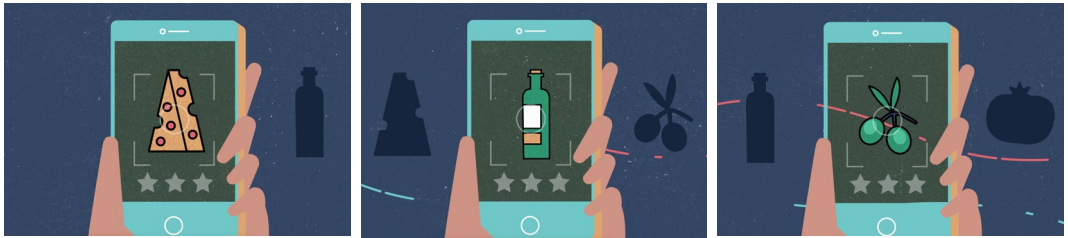
- 1 – Cultural Heritage and Actions
- 2 – Innovation / Intelligence
- 3 – Sustainability
- 4 – People at the center: Accessible, safe, friendly city.



Baluarte de los Pozos, opened to the public in 2021 as part of the rehabilitation of Cáceres Walls project

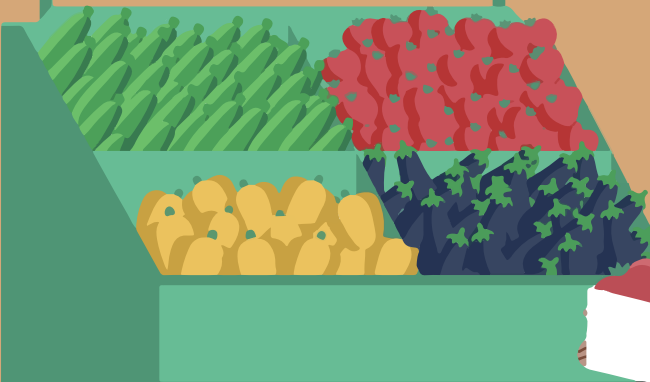
Taking into consideration the challenges and areas of interest identified, three flagship projects were defined for promoting an integrated strategy for sustainable tourism (City project for sustainable tourism), the active participation of the residents in the definition of tourism strategies (Cáceres, a city with people at its core) and a project for promoting local quality products as driver for high quality tourism (Quality driving project).

These projects include in their scope the elements of sustainability, horizontality, innovation and participation. –



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CÁCERES RIBERA DEL MARCO



**THE TOURISM-
FRIENDLY
PEOPLE**

Jorge Villar

Councillor of Tourism, Innovation, Technological
Development and Transparency of Cáceres

**Which is
the added
value of
the Cáceres
biomarket?**



«The biomarket is an opportunity not only for local producers and citizens and the territory itself but especially for visitors. It will allow us to work in the field, valuing productions and uses, recovering orchards, and giving a new attraction to our city. The idea is to broaden the visiting areas of the city regarding the authenticity of the traditional orchards.

It is an opportunity for producers, as their products are valued without intermediaries, from farm to fork, but also for restaurants, since this is a way to enlarge the visitors' stay until Sunday. Thus, visitors come to Cáceres, stay until Sunday because there are interesting activities that day and after buying, they go to have lunch at the wonderful gastronomy offer around Plaza Mayor. Finally, it is also an opportunity for our memory, because the Biomarket location, Foro de los Balbos, is where the traditional municipal Market of the Plaza Mayor of Cáceres was settled. This is the main reason why it has the support of the locals, therefore we want to ensure that it remains in time as a stable and consolidated event.»

— DRUSKININKAI





**MAKING CITY
INFRASTRUCTURES
MORE
ACCESSIBLE
FOR ALL**



THE INITIAL CONTEXT

Druskininkai is a modern unique balneological, mud and climate therapy Lithuanian resort city which successfully combines its century old treatment traditions with modern methods and advanced technologies, providing highest quality wellness, tourism, sports and recreation services. Attractive tourism infrastructure, well-developed and efficient mineral water, mud and climate therapies, highest quality spa and wellness services, thematic aqua park, and the only indoor skiing centre in Europe rank Druskininkai among the best European resorts. The image of Druskininkai as a safe and hospitable tourist destination has a large effect on the competitiveness of Lithuanian tourism sector and economy. The city has developed its tourism base and is struggling to change its international marketing/ branding strategy - to be seen as a modern spa resort with deep rooted treatment traditions and diversified services. Tourism and services account for more than 50% of the local economy. Key local industry and employment sectors in Druskininkai are tourism and service sector 51,37 %, education, transportation and logistics 12,3 %, health care and other utility and social services 10 %.

Druskininkai Municipality (one of the country's 7 municipalities) is also implementing a Sustainable Urban Mobility Plan, one of the main goals of which is to further facilitate the mobility of wheelchairs and elderly people in wheelchairs and walkers in the resort and to improve the quality of life for people with disabilities.

The municipality takes care that people with mobility impairments have the opportunity to have full leisure time, allows them to try out the unique entertainment in the resort, and together with businessmen finds solutions that meet the needs of the disabled: Druskininkai Health and Recreation Center AQUA has purchased a wheelchair adapted for the sauna area, Snow Arena has started to use special monoslides adapted for people with reduced mobility, the shore of Lake Ilgis near Druskininkai

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←
A view of Druskininkai

→
Participants of the SSA event
"Druskininkai without limits?"
5 and 6 May 2022





Participants of the SSA event
"Druskininkai without limits?"
5 and 6 May 2022

has been adapted for people with disabilities and access to the water has been provided for wheelchair users. The only year-round passenger cable car "Lynų kelias" in Lithuania, which connects the most visited tourist objects in Druskininkai, is also adapted for the disabled.

In 2020, within the event "Lithuanian Change 2019" organized by the Association of the Disabled in Lithuania, the Druskininkai Municipality was awarded the most friendly city award.

Within the framework of the TFC project Druskininkai municipality organized the SSA event that is Pilot for tourist with disabilities experience "Druskininkai without limits?" This small scale action included a two-day event for measuring how friendly Druskininkai is for tourists with movement disabilities. In fact, the SSA was a user-centric experience of Druskininkai as a resort, when the user is a tourist with disabilities. In total, 40 people (people with movement disabilities, other complex disabilities and accompanying persons - both tourists from other cities and local residents) were invited to be part of the pilot action.

The members of the target group were invited to come and stay in Druskininkai for two days (one overnight stay), participated in the planned small scale action activities, reflected and gave feedback about their comfort in the city, evaluated its facilities, quality of services and public infrastructure from the point of view of the tourist with disabilities. The feedback was collected by filling in the feedback survey provided by the organizers, giving interviews and during group discussions with city stakeholders. This information was analyzed, discussed with relevant specialists (Urban Development, Tourism, Social Issues, etc.) of the municipality, and currently a set of recommendations is being drafted that will be further integrated into the strategic documents of the municipality. –

THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

The accessibility and comfort of Druskininkai as a tourist destination was assessed from the tourist with disabilities point of view. It involved different aspects of tourist’s experience:

- ↓
- b.** Pilot tourist entertainment (all target group - 40 people).
- c.** Travelling around the city experience. Orienteering games for people with disabilities in central part of Druskininkai based on Druskininkai history and present.



- ↓ **a.** Pilot accommodation
- People with disabilities and their assisting persons from other cities and Druskininkai were invited to find themselves accommodation in Druskininkai (one night) and gave feedback on their experience. Accommodation costs will be covered.



- ↓
- d.** Pilot skiing experience (all participants were acquainted with skiing possibilities for people with disabilities and were given a chance to have a pilot skiing in Snow arena (Indoor skiing track).



- ↑
- e.** Pilot SPA experience (the participants were had a possibility to use SPA services of the resort).
- f.** Brain Battle and Evening concert (The target group members participated in the Brain Battle) and the concert.

-
- g.** Conference of people with disabilities who participated in the event and other stakeholders (authorities, business, NGOs representatives, local residents) about the situation of tourists with disabilities in Druskininkai, their experience, problems and actions to be taken to improve the situation.



HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

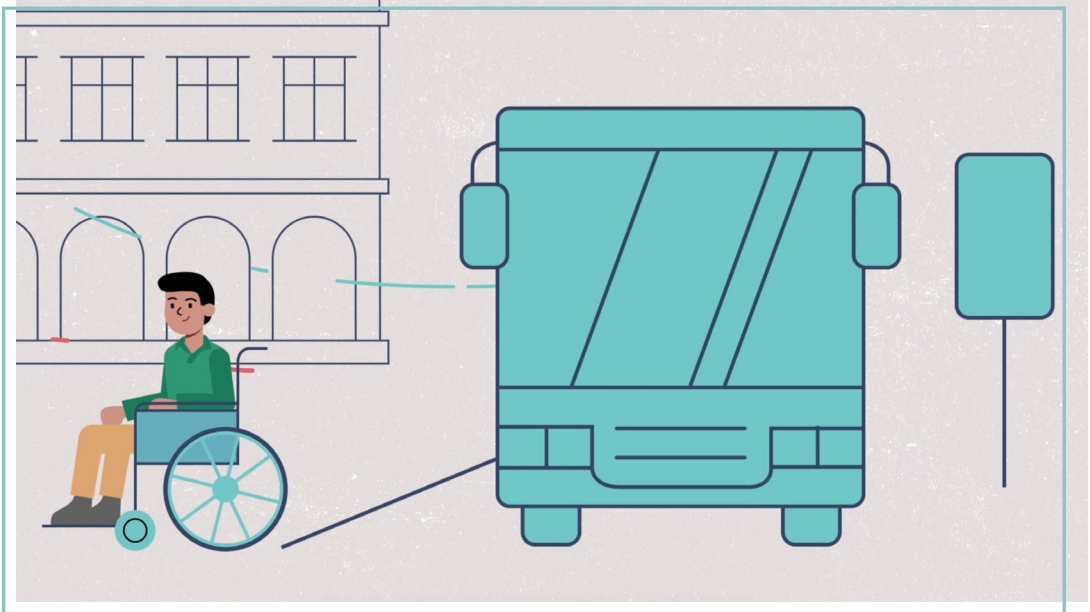
The focus of the Integrated Action Plan is to be the guideline in developing sustainable tourism in Druskininkai and improving the image and perception of Druskininkai as a sustainable and high-quality tourism destination. Better positioning Druskininkai resort, reinforcing the communication dimension in urban management and cooperating with local stakeholders, are key objectives. One of the actions foreseen in the IAP is developing people with disabilities friendly public infrastructure and services and encouraging businesses to develop their services to meet the needs of people with disabilities. The results of the SSA event:

- 1 – Inclusion of people with disabilities in Druskininkai was promoted.
- 2 – The assessment how friendly Druskininkai city is for people with disabilities was made.
- 3 – The problematic aspects of Druskininkai city from the point of view of tourists and local residents with disabilities were posed, their needs and necessity for further improvement of public and private tourism infrastructure and services in order to make Druskininkai city friendly for people with disabilities were identified.
- 4 – Recommendations and concrete actions for further development including stakeholders into the decision making process and implementation of measures were developed. They will be disseminated with relevant stakeholders.
- 5 – Druskininkai was promoted as a city caring and friendly for the tourists and local residents with disabilities.

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Participant to the conference of people with disabilities



A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

This SSA event is a part of Druskininkai IAP measures. It is contributing to establishing directions and measures for sustainable and quality tourism development. In fact, it allowed the ULG group to assess how friendly Druskininkai city is for people with disabilities. Moreover, it supported the identification of problematic aspects (architectural barriers, uncomfortable pathways, parking spaces, accessibility of lodging spaces, information and marking system, etc.) related to the city's infrastructure and amenities, from the point of view of tourists and local residents with disabilities.

Thus, the tested approach though SSA is in line with the strategic vision of Druskininkai, which focuses on tourism for everyone and promoting better quality of services for all tourists and local residents. This is why, through actions like this, the perception of Druskininkai as an all people inclusive city has improved. This is likely to attract more tourists and strengthen the local culture, based on diversity and hospitality.

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Closing remarks of the SSA event "Druskininkai without limits?" on 6 May 2022.

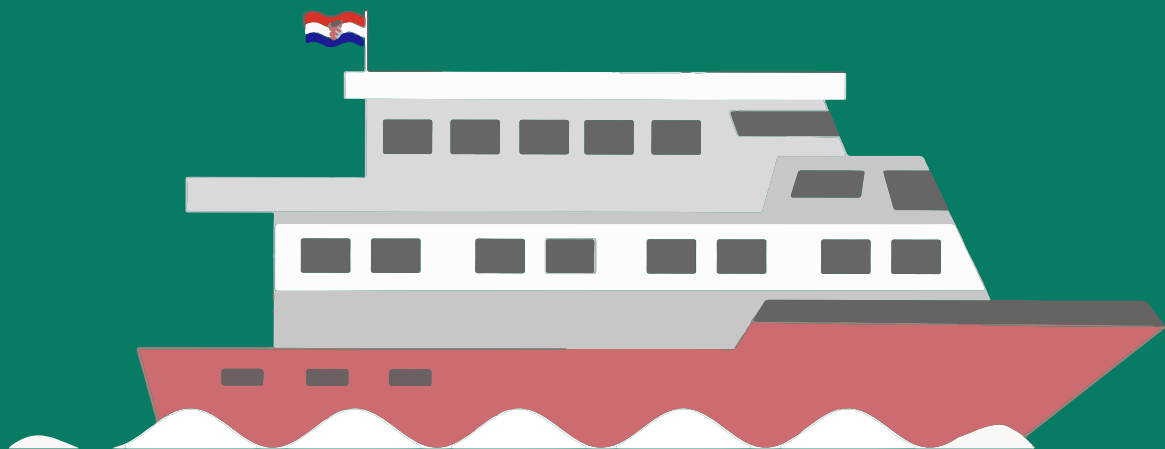
THE TOURISM-
FRIENDLY
PEOPLE

Linus Urmanavičius
The deputy mayor of Druskininkai Municipality



«The city aims to make the services provided here convenient for everyone to use: Druskininkai received the award for the most friendly city for the disabled. We are happy with it, but we do not want to stop - it is important for us to hear first-hand the real experience, to know what else we can improve? Maybe there is a wheelchair ramp somewhere, but it is very inconvenient to use it? Maybe there is a lack of information signs somewhere? Taking into account the comments and suggestions developed during the SSA event, recommendations will be prepared what has to be included into our strategic documents. We will be able to improve the services and infrastructure knowing the real necessity and needs.»

— DUBROVNIK





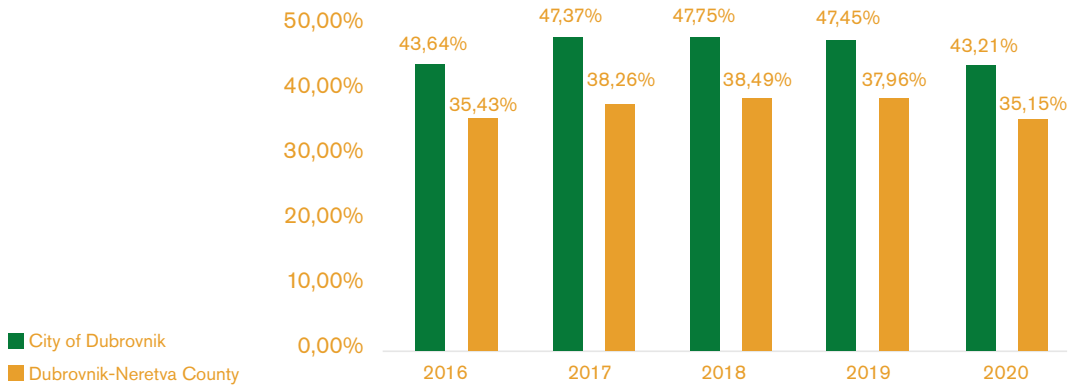
**IMPLEMENTING
INNOVATIVE
AND CLEAN
MOBILITY
SOLUTIONS FOR
TOURISTS AND
RESIDENTS**



THE INITIAL CONTEXT

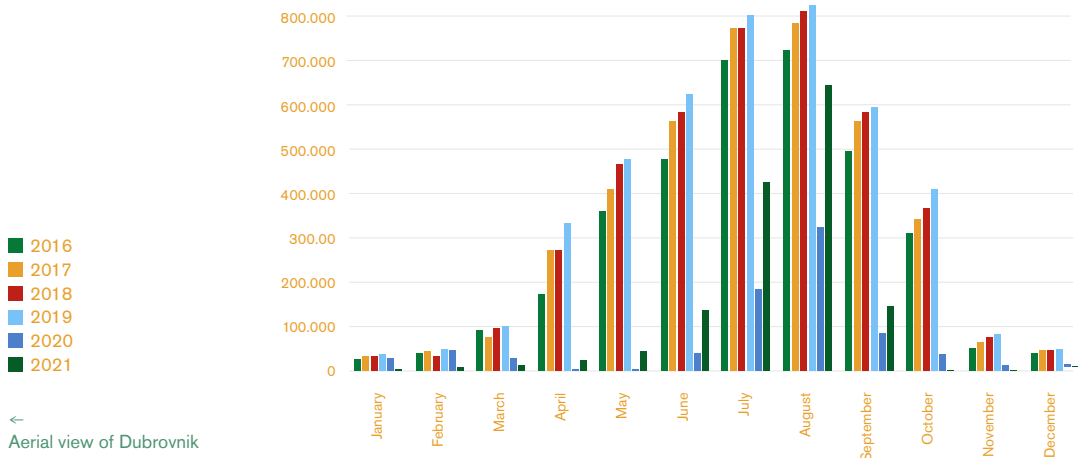
Dubrovnik is one of the most prominent tourist destinations in the Mediterranean—known as “the pearl of the Adriatic”, but while bolstering Dubrovnik’s economy, this popularity resulted in operational difficulties such as traffic congestion, overcrowding of sites and attractions, degradation of important assets, resident alienation, and other sustainability challenges. To show the importance of tourism on overall life in Dubrovnik, here are some facts&figures:

According to the official data of Croatian Chamber of Commerce-Digital Chamber, Dubrovnik economy is mostly oriented to hospitality and tourism related services. Compared to the total employment, direct employment in tourism in Dubrovnik is between 43 and 48% in the period 2016-2020:



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These figures are completely understandable when we see that the total number of overnights, with noticeable seasonal character, grew rapidly over last 5 years, according to Dubrovnik



However, not all tourists are charmed by the beauty of the city, according to the TOMAS research in 2018, these are the things that visitors dislike the most:

DISTURBANCES DURING STAY IN DUBROVNIK	%
DISTURBANCES	TOTAL
Crowd in public places (streets, walkways, playgrounds, ecc)	17.8
Improperly disposed garbage	10.0
Uncomfortable odors (from containers and garbage cans)	7.8
The impossibility of separating waste	5.6
Traffic congestion	2.2

But, not only tourists have some complaints, residents are highly affected as well. For example, according to the data on NUMBEO, the estimated monthly costs for a single person in Dubrovnik are 975.92 EUR without rent. Compared to the other cities in the country, Dubrovnik is 69.37% more expensive than Zagreb so it can be concluded that life in Dubrovnik is more costly than in any other city in Croatia or in any other project pilot site. Furthermore, according to the past Censuses done in Croatia, from 1948 to 2016 the historic core of Dubrovnik lost about 65% of its population, while in the last two inter-census periods (1991-2001, 2001-2011) it lost about 20% of its population in ten years. This is an obvious sign that the quality of life, especially in the Old Town was utterly degraded and caused habitants to flee to other parts of the city. –

THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

The Mediterranean is the world's number one tourist destination and the biggest tourism region in the world and it is expected that this number will increase to 700 million by the year 2025. In the last 15 years Croatia became extremely popular Mediterranean destination and consequently the tourism industry became crucial in its economic future. Dubrovnik, as the most wanted Croatia's destination, faced over the years a series of critical questions: What are the impacts of tourism on its natural and cultural sites and attractions? How well is the City managing these impacts to protect the integrity of the resources on which tourism is built? What are the policies and actions needed to more effectively manage the City to mitigate negative impacts and ensure long-term destination health? In order to achieve continuous and sustainable development of tourism, it became obvious that three interrelated aspects should be taken into consideration: economic, social, and environmental.

The impacts of all types of tourism are largely dependent on the physical and cultural capacity of a place to absorb tourists without them becoming an obstruction to daily life. Therefore, large destination can arguably absorb the impacts of tourism

The city of Dubrovnik



easier, whereas smaller towns such as Dubrovnik got threatened by becoming overcrowded. In 2016, when UNESCO warned Dubrovnik that its World Heritage Status was at risk, it recommended the city restrict visitor numbers to 8,000 per day, arguing that when more than 8,000 visitors are inside the walls of the Old Town make huge risk to everyone and everything. In response, in 2017, Dubrovnik took the radical change of direction and approach, and immediately started to implement short term measures like capping the number of cruise ships to two per day carrying a total of 5,000 tourists and introduced smart IT tools in managing tourist flows (people counter, heat cameras, wi fi routers, specialized apps, etc.)

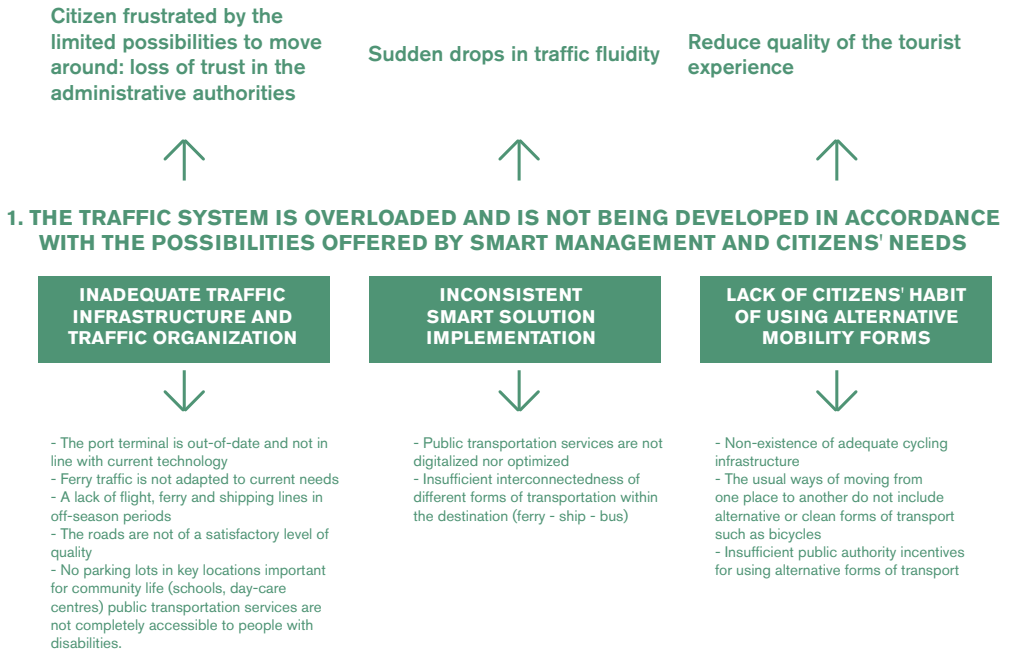
Quality of life, mobility issues, environmental issues, cultural and natural heritage deterioration became critical points to be tackled and observed within Respect the city- an umbrella programme for achieving sustainable development of tourism.

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

As one of its top priorities in paving the way toward sustainable tourism and urban development, the City of Dubrovnik has committed to solving the urban mobility issues.

Those issues predominantly happen during tourist season and on particular routes, like the one leading from Port to the Old town. The high dense traffic happens not only because of the cruises (which disembark thousands of people who then take the buses to the Old town), but also because the main bus station and taxi stations are situated in the nearby area of the Port and many citizens commute along the same route. Traffic jams happen almost every day, and cause not only inconvenience for the citizens and tourists, but significant air pollution and damage to infrastructure.

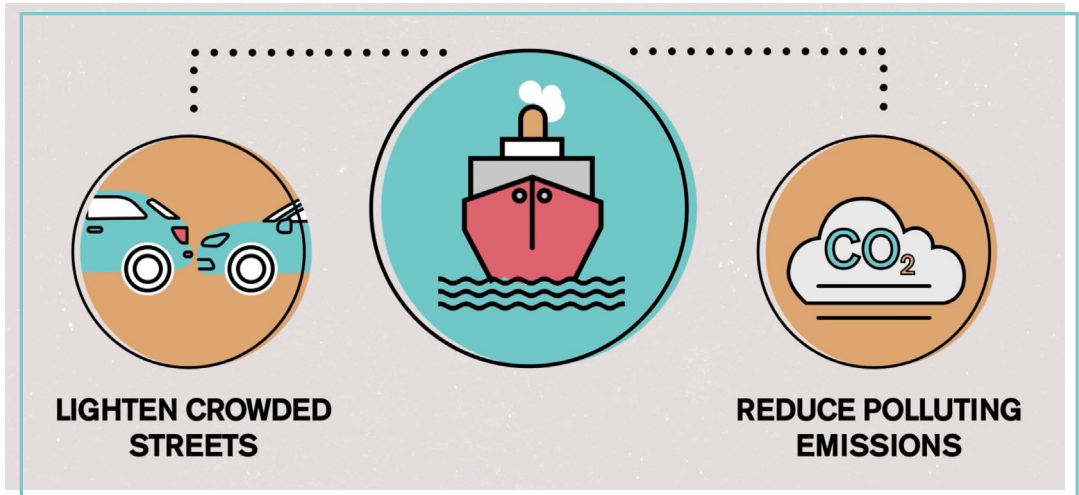
The above mentioned challenge was confirmed also within the ULG work on detecting main tourism related challenges where the following problem tree scheme was developed:



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For this reason it was decided to pilot a Small scale action that would launch, test and promote a new boat rout as an mobility alternative having 4 goals:

- 1 – Sustainable management of mobility issues during tourist season
- 2 – Reduction of negative environmental impact



3 – Introduction of new service convenient for both residents and visitors

4 – Promotion of innovative mobility solutions for sustainable development of the city

Pilot activity was successfully implemented in the summer of 2021, the external boat service was engaged to operate on the route Old Town port – Port Gruž. For our SSA, two conventional/ diesel boats were used and the main intention was to investigate whether there is interest from citizens and visitors to use the maritime route on the very frequent and busy direction Old town - Gruž and vice versa instead of conservative road transport, but also to see how the whole idea would fit into Respect the City programme and would we benefit from activating and integrating maritime transportation in regular public transportation system. Overall, more than 200 people used the 14 back-to-back rides, 47% of which were foreigners. Furthermore, the survey was conducted among the users of the boat (150 passengers filled the survey) during the entire course of SSA.

The general review of SSA in Dubrovnik is that the maritime route was extremely well accepted among both visitors and citizens. Based on all the data coming from SSA, it is observable that the maritime route, operated by a faster, electric vehicle would definitely be consumed by visitors and citizens, especially during busy and loaded summer months. Not only would this route help in unburdening already packed roads and (once environmentally friendly vehicles are acquired) reducing carbon footprint on nature, but the experience of the sea ride and comfort would make it attractive and efficient.

A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

With a long term vision on sustainable impact of tourism that is “A city comfortable to live in, responsible to all its citizens, a city developing in a sustainable way, using modern digital technologies in an innovative and creative economy, efficient infrastructure, urban mobility and responsible tourism. A city proud of its history, focused on a safe and responsible future. Dubrovnik is a city that accepts everyone and excludes no one. A city of equal opportunities, a city that has utmost respect for every guest, but at the same time a city with a focus on every one of its citizens, regardless of the part of the city they live in.”; in a highly participative process, ULG group decided to focus on three main areas within this IAP:



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The key challenge to be tackled is meeting both the citizens’ needs for a more citizen-centered approach to development and the city’s need for a transformation to a more sustainable and responsible tourist destination. Execution of the Action Plan is expected to bring about the following results:

1 – Sustainable, smart, socially conscious mobility system in Dubrovnik with optimized traffic flow based on adequate traffic infrastructure and improved/smart traffic management which meets the needs of both citizens and tourists

2 – Transformation to a sustainable tourism destination which manages its development using a participative, agile, integrated and multidisciplinary approach and strongly relies on intersectoral cooperation

3 – Improved quality of life of citizens, through preservation of public resources and natural and cultural heritage and sustainable and responsible development of tourism

THE TOURISM-
FRIENDLY
PEOPLE

Mato Franković
Mayor



«Due to the pandemic, Dubrovnik, like all tourist cities in the world, crossed the path from facing the challenge of an excessive number of guests to the lack of guests. This situation has been one of the biggest challenges for TOURISM FRIENDLY CITIES so far. But we in Dubrovnik see it as an opportunity for a new beginning. I believe that we will get out of this situation quickly and successfully, but also wiser for the future. This time with some new rules and thinking even harder about sustainable tourism, which is now even more clearly set as a goal for our future development. Dubrovnik is still waiting for you!»

DÚN LAOGHAIRE





**IMPROVING
PUBLIC SPACES
AND CIVIC
INFRASTRUCTURES
FOR RESIDENTS
AND TOURISTS**



THE INITIAL CONTEXT

Dún Laoghaire Rathdown (DLR) is one of four Local Authorities that make up the Dublin region. Dún Laoghaire is a suburban coastal town in County Dublin, located about 12 km south of Dublin city centre.

Dún Laoghaire Rathdown County is located between the outer suburbs of Dublin City and the Dublin/Wicklow Mountains on the East Coast of Ireland. The population of County Dublin is 1.3 million and Dún Laoghaire Rathdown is home to 218,000 citizens.

Dún Laoghaire-Rathdown County is a unique area of Ireland which contains over two dozen thriving, distinctive and valued areas – some recognized as communities and others as villages, but all known for their quality and sense of place.

Our residents enjoy unparalleled access to a wide range of options in public transportation, amenities, shopping, cultural and educational institutions, as well as a wide choice of housing. The County also provides employment opportunities in businesses and enterprises ranging from international software giants to small home-based craft activities.

Even though Dún Laoghaire Rathdown is spatially the smallest County in Ireland covering an area of 125km sq we have a remarkable range of natural and cultural assets ranging from our 17 kilometers of spectacular coastline to upland areas of outstanding natural beauty including the Dublin Mountains. These outstanding assets are reflected in our motto “Ó Chuan go Sliabh” - from the harbour to the mountains. “The outdoors is truly accessible here”, you can travel just a few kilometers from Dublin’s City Centre and you can find yourself in peaceful, nature rich areas that combine miles of gentle coastline up to rugged mountain terrain.

The Dún Laoghaire Rathdown is also well served by public transport with trains and buses easily accessible to visitors. However, there are only ten hotels located within the county. This low level of accommodation presents a challenge as most visitors to Dublin are staying in Dublin City Centre hotels and only visit Dún Laoghaire for a few hours. However Dún Laoghaire can offer the visitor a set of outdoor experiences interacting with the coast and the Mountains that the city centre can’t offer.

Dublin City attracts in the region of 10 million international visitors per year and this brings with it a number of challenges and issues associated with over tourism.

Dún Laoghaire has the capacity to attract more visitors than it currently accommodates, but how should we do this in a sustainable way?



↑
Localization of Dún Laoghaire,
about 12 km south of Dublin
(Ireland) city centre

←
Dún Laoghaire landscape

Dún Laoghaire landscape



THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

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Our Dún Laoghaire Rathdown challenge is defined in three parts:

- 1 – to ensure that an increased number of visitors to Dublin City find their way to Dún Laoghaire Rathdown to experience a variety of unique experiences;
- 2 – to enhance the level of connectivity between the coastal villages and the range of experiences they have to offer visitors;
- 3 – to support the level of collaboration between all the key stakeholders active in tourism development in Dún Laoghaire.



HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

Within our IAP development process we wanted to identify how to better connect and engage with the coastal villages we have in order to create an appealing range of coordinated visitor experiences that are reflective of the environment and the communities in which they sit. Also, as mid-way in our process, the COVID-19 pandemic broke out, we took the chance to test through our small scale action how to create interesting public spaces, encouraging visitors and residents alike to explore our County. To do so, we linked our small scale action with two capital investments projects that had been on our agenda for a few years—the enhancement of Blackrock Village and the development of the coastal mobility cycle route.

→ Project 1: Blackrock Village.

Blackrock Village enhancement was a pathfinder project implemented in the summer of 2020 for how our village centers can be reinvented in response to the Covid Pandemic challenge. It recognised that the pandemic has changed the manner in how local people shop, recreate and socialize. It led the way in responding to the shift to active modes of walking and cycling and repurposed road space to create an expanded attractive and more liveable public realm.

This project involved the complete removal of one lane of traffic making space for new cycle lanes and creating a one way system. It encourages a reduction in car use in favor of increased walking and cycling.

This initiative was implemented with on the ground consultation and co-creation techniques. It was the first part of a place-making process that will, in time, develop to become a more fixed project.

Complete removal of one lane of traffic making space for new cycle lanes and creating a one way system in Blackrock Village



Developing public realm and opportunities for outdoor dining in Blackrock Village



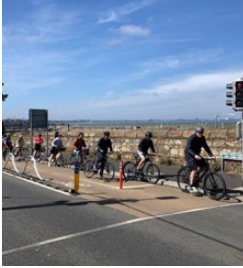
By creating a safer, slower and more attractive village this project encourages footfall and local spend in the Village to sustain the local economy. It has features such as pollinator friendly native Irish meadow planting and fruit trees. Most importantly, however, it has been developed in association with local stakeholders on the premise that the local people generally have a sense of what is best for their own community. In that way both the process and the outcome will have a long-term impact on the community in terms of participation, co-creation and ultimately public ownership.

The project was designed for the general public and the growing residential population of the area but in time will also attract tourists as this sector returns.

The project also collaborated with the local business community to provide an enhanced public realm and opportunities for outdoor dining to generate footfall and to increase stay time and spend. Prior to the initiative the Village was dominated by car and bus movement with poor air quality and high noise levels. There were few places to sit and only scant pockets of greening. This led to a hostile, unattractive environment where few people would stay.

Following on from the initiative a significant increase in the number of people using the Village is visible and the area is now a hive of activity during the week and at the weekend.

As a result of this pathfinder project additional villages were included in the programme these included: Monkstown, Dalkey, Dún Laoghaire and Glas.



The 2021 new 'Coastal Mobility Cycling Route'

→ Project 2: Coastal Mobility Cycle Route.

Covid-19 has had an enormous impact on our society. As we work towards reopening the county, we were presented with unprecedented challenges in terms of safeguarding public health and safety, ensuring safe and effective mobility and supporting the recovery of our local economy. Dún Laoghaire Rathdown County Council prioritized getting the county reopened so that people could travel, work and go about their lives safely and with confidence as we emerge from this pandemic.

Dún Laoghaire Rathdown County Council developed a new 'Coastal Mobility Cycling Route'. This initiative was aimed at promoting and facilitating a dramatic and necessary shift to walking and cycling along the strategic coastal transport corridor in our county.

Dún Laoghaire Rathdown has developed a new 3.6 km section of temporary, segregated 2-way cycleway from Newtown Avenue in Blackrock to Sandycove and the Forty Foot bathing area. The new cycling corridor presents a significant opportunity for local businesses and tourism. This will be enhanced by the promotion and development of cycling links to the towns and villages along the route and will create strong and vibrant pedestrian and cycling links with the villages of Booterstown, Blackrock, Monkstown, Dún Laoghaire, Glasthule, Sandycove and Dalkey which make up the target area for our TFC Integrated Action Plan.

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This initiative also provides safe access for cyclists to schools, third level colleges, workplaces and businesses along the route, as well as connectivity with cycling infrastructure and mobility interventions in adjacent local authority areas, particularly those being carried out in the Dublin City Council area.

As part of our TFC Network, DLR hosted a transnational meeting of partners in October 2021 and partner cities had the opportunity to experience this new Coastal Mobility Route.

A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

The Dún Laoghaire Rathdown Tourism Strategy 2017 – 2022 sets out the vision for Dún Laoghaire Rathdown as: *“A highly attractive and accessible tourism destination, steeped in culture and maritime heritage, combining a breath-taking coast, inviting villages and towns, and Dublin Mountains adventures, delivering memorable and distinct experiences for visitors”*. The DLR Tourism strategy promotes three strategic concepts for visitors these include:

a – Well worth the Climb

This concept seeks to build on the opportunities that the landscape offers to reach new heights, get a clearer perspective, marvel at the panoramic view, enjoy the spectacle below and encounter the hidden aspects of the mountains and valleys.

b – Between The Lines

This concept speaks to the cultural heritage aspects of Dún Laoghaire Rathdown’s offer of value – both its historic significance as well as its contemporary relevance. Of particular note is the literary landscape of the destination and its association with globally recognised figures.

c – Urban Splash

This concept seeks to build on the maritime possibilities presented by the destination by providing opportunities to spontaneously engage in activities on, in and beside the water. It will respond to the need for fun, lively, active adventures, easy to get to, with great food and views.

It is this Urban Splash concept that informed our commitment in the Tourism Friendly Cities Network and the focus for the development of our IAP. Thus, within our ULG we identified four themes which encompassed the main tourism development issues that need to be developed in the TFC target area. It was agreed to organize a series of “Learning Events” based on these themes. The themes also reflect the profound chance brought by the pandemic. The Covid-19 pandemic forced the world to reconsider how to value and use their public spaces for the benefit of their citizens and their visitors and we are happy we are able to drive this type of change in our community.

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<p>Theme 1 (Dec)</p> <p>"Visitor Impact of new Coastal projects in Dún Laoghaire"</p>	<p>Theme 2 (Feb)</p> <p>"Accessible Tourism and Mobility Initiatives"</p>
<p>Theme 3 (Feb)</p> <p>"Tourism Opportunities for towns and villages"</p>	<p>Theme 4 (Mar)</p> <p>"Sustainable Tourism and engaging Businesses"</p>

The four themes that informed the development of the IAP process in Dún Laoghaire Rathdown

THE TOURISM-FRIENDLY PEOPLE

Bob Hannan

Senior Architect - Dún Laoghaire Rathdown County(DLRCC)



«What is successful at Blackrock is that it demonstrates a simple idea - an attractive public realm facilitates public life. Put out tables chairs and benches . Locate them carefully in the sun where people can look at each other and surround them with trees and planting. Regulate the amount of passing traffic. Soon people will come to sit linger and talk to each other. Before you know it a softer more social public life will germinate»

Jim Kenny

Owner Centra Supermarket



«Since the introduction of the public realm it is noticeable that when a customer leaves our shop that they would still be in the main street an hour later sitting around chatting. It has led to a better community spirit»

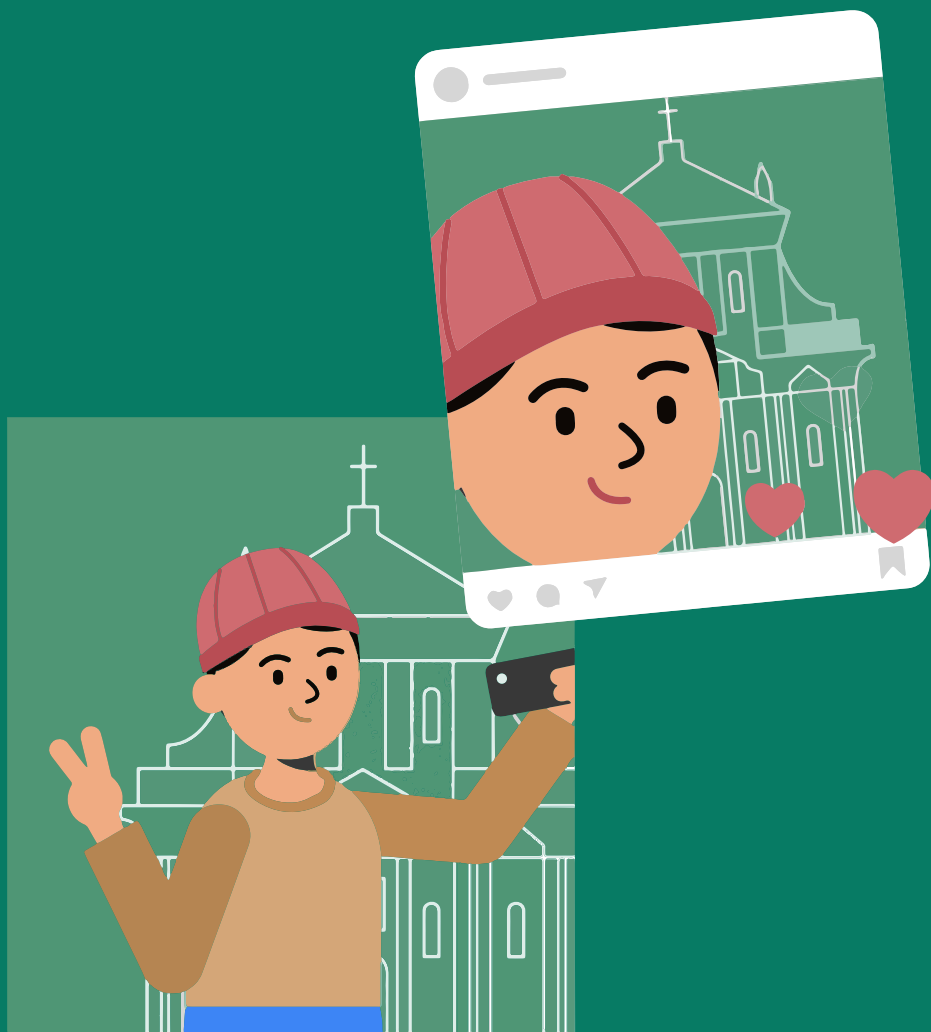
Tom Feeney

Chairman Blackrock Business Network



«The street changes in Blackrock introduced during 2020 have had a profoundly positive effect on the Village. There is now a new vibrancy, many more people using the public realm changes as an opportunity to meet up, have coffee and socialise outdoors, and, crucially, comments from non hospitality businesses that the increased numbers on the streets is boosting their footfall»

— KRAKOW





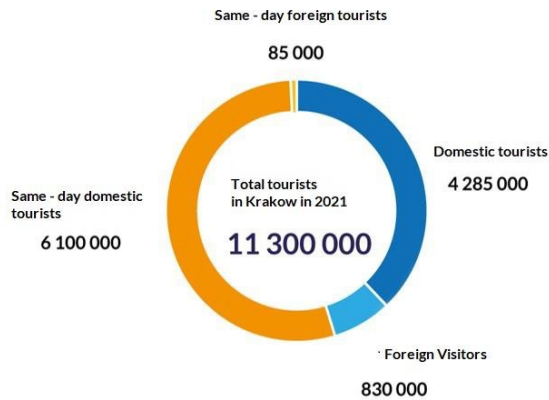
**ATTRACTING
NEW
GENERATIONS
OF TOURISTS
TO REDISCOVER
URBAN
BEAUTIES**



THE INITIAL CONTEXT

Krakow is located in the south of Poland, on the Vistula River, the capital of Małopolska Region and the second largest and one of the oldest cities in Poland, where cultures, regions and traditions merge. Krakow is also a city with a vibrant cultural life. Every year, nearly 100 festivals and other world-famous cultural events take place here. Today, Krakow proudly stands as a modern European metropolis, a university city and a hub of new technologies.

At European level, Krakow is among the most active cities in the debate on sustainable impact of tourism, with a particular reference to the topics of short-term rental that needs solid regulatory frameworks for enforcing the national, regional or local rules that are in place



←
Krakow

→
Invitation for the City Walks
for Krakow inhabitants (SSA)
Credit: Krakow municipality

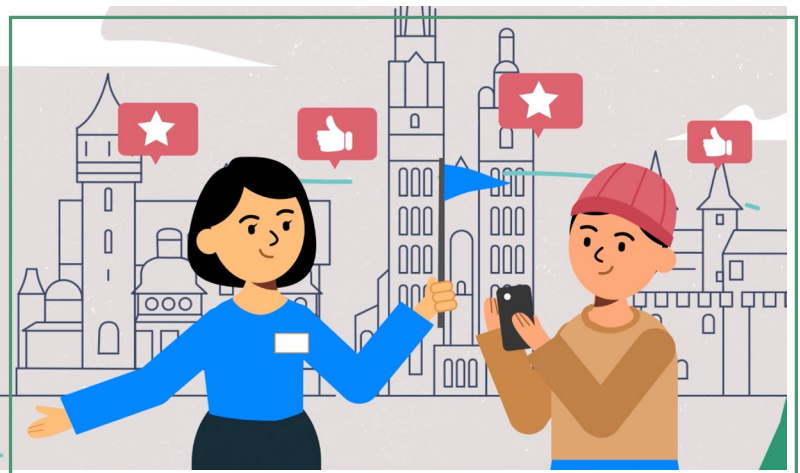
THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

The limit of tourist capacity has been exceeded in Krakow in 2019. At the same time, this level is not yet degrading the tourist function of the city, but the city needs to act to make tourism more positively impactful to its inhabitants.

In Krakow as in many other cultural cities around Europe, before COVID-19 pandemic the negative consequences of the excess of tourists were caused, among others, by the lack of regulations of entrepreneurship models based on peer-to-peer booking platforms. These models caused conflicts in terms of competitiveness and social tensions, with a tangible impact on the evolving process of gentrification in parts of the city. This process contributes to the destruction of the socio-cultural tissue of the city, making the public space used mostly by the tourists instead than being designed and conceived also in terms of services for the benefit of the residents. The development of short-term rental has become conflicting, causing depopulation of some districts of Krakow, and provoking a change in the structure of trade activities.

In connection with the period of the Covid-19 pandemic, which caused a drastic decline in terms of tourists' arrivals in the city and a deep crisis in the local economy related to tourism, the Krakow's Sustainable Tourism Policy was launched for specifying the city's long-term policy on tourism, including directions for the reconstruction of the sector after the pandemic.

The document was developed in cooperation with local stakeholders, including representatives of the URBACT Local Group, and was aimed at including tourism in other Krakow development policies, as well as to respond to socio-economic phenomena that have occurred so far under the influence of tourism.





Cultural institutions such as museums and art galleries were involved in the preparation of tours that can be part of the city walks, including also some of the most interesting craft productions such as gastronomy, artisanal food and handmade art.

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

Krakow launched an initiative that supports the idea of being a local tourist, attracting new generations of visitors with an innovative set of tools and services.

The idea of the Small Scale Actions was to invite city inhabitants of different age groups to become a visitor in their own city, in order to create an online guide including the most *instagrammable* places in Krakow.

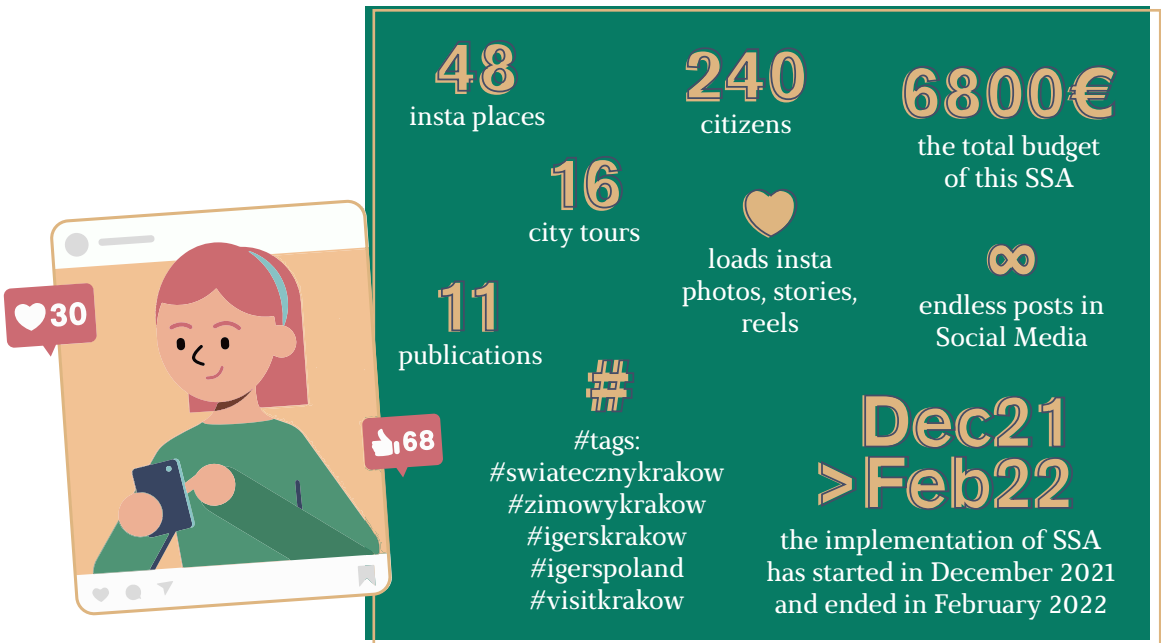
Local guides conducted city tours around Krakow through unusual places of the city, eagerly presented in posts and reels published on Instagram.

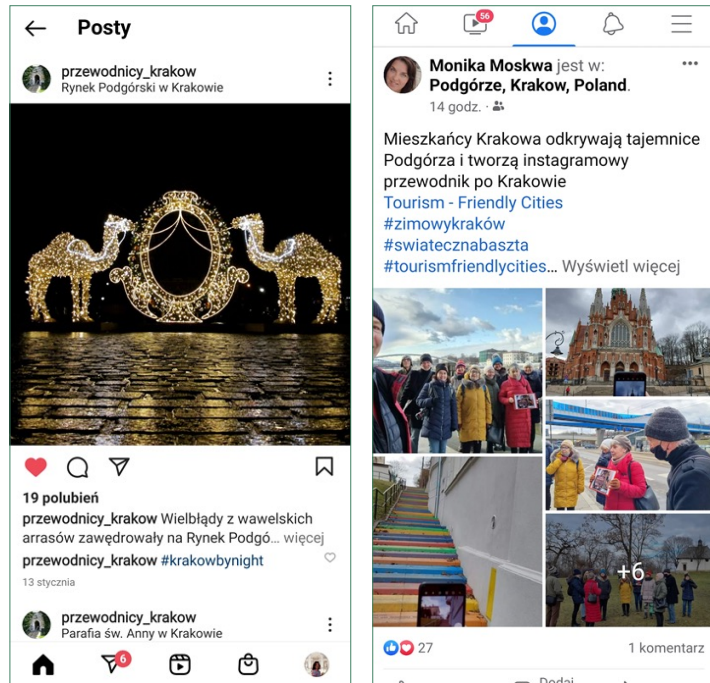
Helping the city-guides to get through the difficult times while waiting for larger groups of tourists and include new technologies in the traditional guided city tours are among the goals of the action implemented by Krakow, also through the active collaboration with a series of local stakeholders, such as cultural institutions (museums, art galleries) and local business (gastronomy, artisanal food, handmade artists).

The initiative helped residents to find the most *instagrammable* places in Krakow and to create a collaborative Instagram guide for Krakow, available for city dwellers and tourists. The guided tour, elaborated in cooperation between guides associations and Krakow residents, can become part of the city offer for international tourists.

The guides associations and inhabitants can create a cooperation network, that can be used for the similar city-tours in the future based on the online including the most *instagrammable* places in Krakow.

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What we learned, Lessons for the future, What next?

Focusing on different targets of tourists, such as kids, youth, seniors and disabled, was particularly important for Krakow, which tested how redesigning tourism paths can be a collaborative exercise that can offer useful solutions to the need of creating new opportunities for visitors also out of the city center.

Places such as Nowa huta or the Educational Park of Branice are interesting examples of attractions that can attract different types of tourists in the future, from history lovers to families and school students.

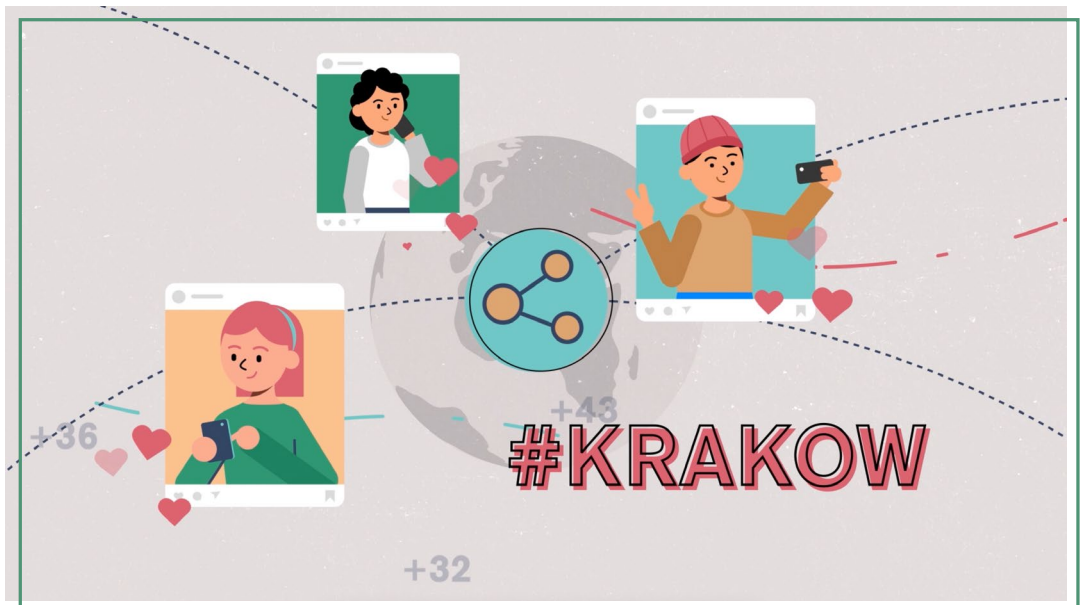


A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

After Covid-19 pandemic, Krakow wants to attract tourists and build tools to improve the quality of services and to create new cultural and touristic opportunities outside the city center. Most importantly, it wants to align conflicting visions of local stakeholders about the future development of tourism by consolidating the process started with the Tourism Friendly City network and the support of the URBACT Local Group, .

Public and private stakeholders associated with tourism in Kraków are the target audience of an integrated plan whose implementation will require the active involvement of local government authorities, entrepreneurs, and all the institutions involved in the tourism sector in Kraków. Business associations, tourist organizations, citizens' associations and initiatives, cultural institutions, universities, and institutions associated with business will all play a fundamental role in diversifying tourism offer and in creating a new generation of tourists who will promote Krakow beauties at national, European and global level.

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«The strategic objective of the Krakow's tourism policy is to strive to achieve a consensus among the residents and local service providers in relation to development through tourism. The consensus should be manifested through the acceptance by each group of stakeholders of the possibility of giving up a portion of their own gains for the benefit of contributing to the common values of the city, with the development of the local economy planned in a sustainable manner.»

— ROVANIEMI





**BALANCING
THE NEEDS OF
THE BUSINESS
SECTOR AND
THE ONES OF
RESIDENTS
AND VISITORS**



THE INITIAL CONTEXT

Rovaniemi is the Capital of Lapland and the Official hometown of Santa Claus®. The main attraction is the Santa Claus Village on the Arctic Circle, where you can meet Santa Claus every day of the year free of charge. Before the COVID-19 pandemic, Rovaniemi's tourism growth was strong, although there was no overcrowding in Rovaniemi like many other tourist destinations. However, tourism caused negative feelings among local residents due to e.g., an increase in the number of peer-to-peer accommodations. The increased number of tourists also posed challenges to traffic and the use of nature and recreational destinations.



Tourism facts for Rovaniemi before COVID-19 pandemic



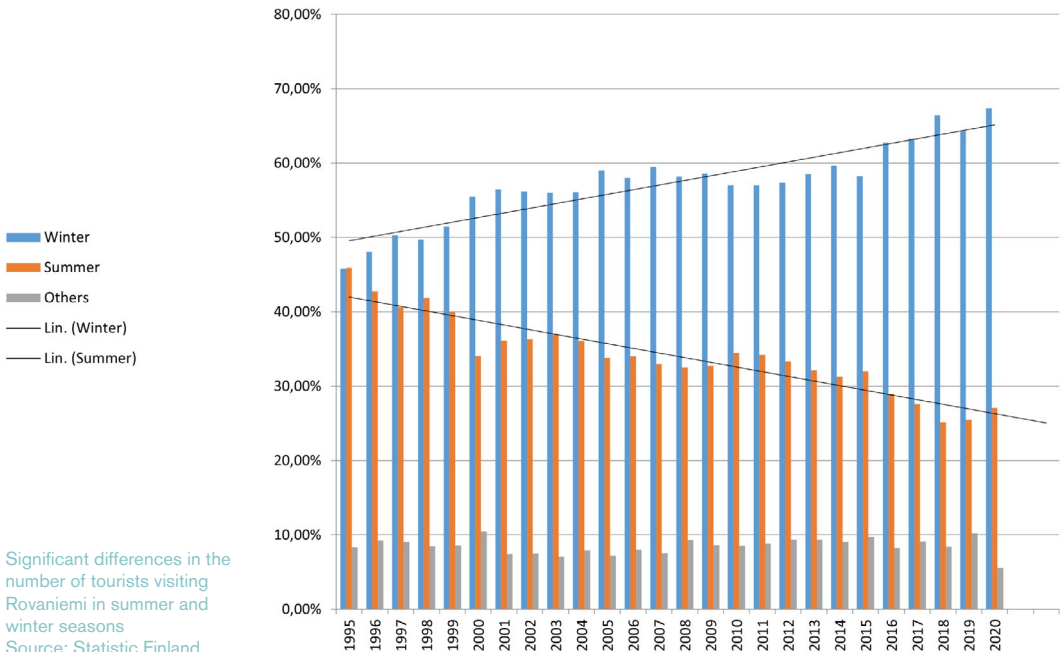
← Santa Claus Village, Rovaniemi

→ TFC Transnational meeting in Rovaniemi in February 2022

THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

The main challenge for tourism in Rovaniemi is the significant differences between different tourist seasons. The winter season covered 63% of all tourism before the pandemic. Seasonal variations in the number of tourists require several different solutions at each level of the tourism industry. Year-round growth of tourism requires new ideas, innovations, product development, service design and many well-targeted marketing measures. Truly sustainable tourism requires more balanced number of visitors all year round.

Development of the relative share of summer and winter season in Rovaniemi 1995-2018



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Significant differences in the number of tourists visiting Rovaniemi in summer and winter seasons
 Source: Statistic Finland

Nature is the core infrastructure of tourism in Rovaniemi, and many of the most popular tourism experiences occur in nature. Finland has a piece of legislation called “everyman's right”, which means that everyone living in Finland has the opportunity to use nature, regardless of who owns the area. They do not require the landowner's permission and do not have to pay for land use. However, the exercise of everyman's right should not cause any inconvenience or disturbance. Locals know the boundaries within which the right of every man works and understand that, for example, people's courtyards are not covered by this right.

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

Tourism in Rovaniemi is more and more nature tourism. The most popular product of the winter is the Northern Lights safaris, whose popularity has grown tremendously with the growing tourism of Asians. Most tourists buy an excursion from program service companies, and a small portion travels in nature independently. Northern lights safaris are usually accompanied by a visit to a lean-to, a kind of shelter, where a campfire is lit and traditional sausages are fried.



Rovaniemi landscape
Credits: Maria Vojtovicova



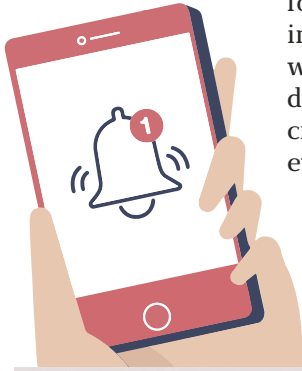
The lean-to area

→ **Lean-to in Oitolanranta**

The lean-to area is mainly intended for the villagers' use, not for business use. The lean-ins are a support infrastructure developed in the logic of supporting the “everyman's right” legislation. Local village associations manage several of these lean-tos. Village associations, e.g., take care of the firewood in the lean-to and take care of the cleanliness of the area. However, some companies bring their customers to the lean-tos even though the city of Rovaniemi owns other designated locations that could be used. They burn the firewood delivered to the village association's site. Also, businesses may not take adequate care of the cleanliness of the area.

The city of Rovaniemi is a large landowner in the area, and the town, together with village communities, authorities, and companies, must find a solution for utilizing recreational areas also commercially. The challenge is multifaceted and requires land-use planning, zoning, information, and, to some extent, monitoring. Tourism companies in the area have been notified of the rules for using the sheds, but the communication may not reach all businesses. In addition, tourists who travel in nature on their own are unfamiliar with accepted practices.

In order to tackle this, the City of Rovaniemi, together with Visit Rovaniemi and the region's universities, has implemented the online tourism training "Tourism ABC." E-learning aims to strengthen entrepreneurs' understanding of local conditions and practices. The training are still ongoing and the impact is due to be seen medium term. Nevertheless, Arctic nature is very vulnerable, and tourists must also be instructed to act appropriately in nature



for their own safety. The App also provides information on important aspects such as safety, waste disposal, and recycling. It would also provide information on local specialties like how to dress in the cold climate and different tourist attractions in the city. The application aims to increase tourists' understanding of everyman's right as well.

INFORMATION



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A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

To reach our goal of sustainable development in tourism we have divided our objectives into four categories. All these categories match our focus on developing tourism in Rovaniemi. The implementation of these actions will be made together with local stakeholders and local residents. Participatory planning methods are used also in the implementation. Opinions and improvements from local people are taken into consideration through the implementation process.

The four categories are:

1 – Reduce the side effects during tourism high season in winter

These actions meet the need for better communication and better cooperation between stakeholders to get them committed to sustainable development. There are also actions to reduce the negative impacts of tourism experienced by locals like bus traffic in the city.

2 – Reduce the impact of tourism on Arctic nature and mitigating climate change

These actions focus on environmental aspects and strategic planning for sustainable development. It includes research and knowledge management on sustainability and also promotion for companies to get the Sustainable travel Finland -certificate.

3 – Strengthening the socio-cultural benefits of tourism

These actions focus on communication and cooperation with local people. Developing tourism with them and promoting the tourism industry as an employer is part of these actions.

4 – Building up an active Destination Development Group (working name)

This is a comprehensive development plan for a better tourism governance in the city. It will provide a governance structure that will maintain sustainable development also in the future and move on from just destination marketing to a more wholesome destination development.

THE TOURISM-
FRIENDLY
PEOPLE

Busy Elf Antti Nikander
Head of Development Santa Claus Village cooperative



«Awareness of the negative effects of tourism has increased among visitors and is increasingly steering tourists' behaviour. International visitors want to make environmentally friendly choices. The same trend can also be seen prominently in the expectations and requirements of tour operators. Rovaniemi sustainable tourism 2030 can be seen as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. The UN Sustainable Development Goals (SDG) 2030 are the guidelines in Rovaniemi sustainable tourism for developing social, economic and environmental sustainability. These goals are a global action plan for the benefit of people, the planet and well-being.»

— VENICE





**EDUCATING
TOURISTS
TO RESPECT
TOURISM
DESTINATIONS
AND TO LIVE
THEM LIKE A
LOCAL**



THE INITIAL CONTEXT

The site 'Venice and its Lagoon' has been inscribed on the UNESCO World Heritage List in 1987 for the unique and singular nature of its cultural wealth, consisting of its historical, archaeological, urban, architectural and artistic heritage and of exceptional traditions, integrated into an environmental, natural and landscape context that is unique in the world. The Venice Lagoon, one of the oldest and most complex examples of the relationships between human activities and the forces of nature, is stratified over centuries of history. It is precisely this exceptional historical identity that has transformed Venice into one of the international capitals of tourism.

Promoting sustainable tourism is a challenge for the City of Venice, which finds itself in the balance between the need to attract more tourists for economic reasons, especially after the COVID-19 pandemic, and the commitment to preserve its historical heritage and cultural identity.

Out of its total 254.850 inhabitants, only 50.134 live in the historic center of Venice. Tourism represents a very important component of the local economy, both in terms of the number of visitors and the induced economic activities. There are about 112.000 employees in the municipal area and almost 1 out of 3 is employed in the commerce and tourism sector. Before the COVID-19 pandemic, around 13 million tourists and visitors were visiting Venice per year on overnight stays. In 2020 Venice registered a decrease of -75.8% of the arrivals (4.2 million less than in 2019) and -72.5% of the presences (9.4 million less than in 2019). The second half of 2021 saw a restart of the tourist sector with a gradual increase of the visitors likely to reach the pre-pandemic numbers.

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←
Piazza San Marco, Venice

→
View of Venice and lagoon
Credit: City of Venice press
office





Piazza San Marco,
November 2019

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→ Tourism in the city of Venice:
comparison between the data of 2019, 2020 and 2021

CITY OF VENICE		HOTELS	OTHER ACCOMODATIONS	TOTAL
2019	ARRIVALS	3.767.713	1.755.570	5.523.283
	NIGHTS	7.832.369	5.116.150	12.948.519
	AV. STAY (DAYS)	2,51	3,00	2,34
2020	ARRIVALS	886.226	451.400	1.337.626
	NIGHTS	1.974.505	1.582.531	3.557.036
	AV. STAY (DAYS)	2,22	3,5	2,66
2021 (provisional data from January to October)	ARRIVALS	1.078.650	684.264	1.762.914
	NIGHTS	2.582.065	2.187.531	4.769.596
	AV. STAY (DAYS)	2,3	3,19	2,70

Source: City of Venice Tourism Department Processing – Tourism Observatory based on data from the Statistical Office of Veneto Region

→ Venice airport
Passengers traffic

YEAR	2019	2020
NATIONAL FLIGHTS inbound and outbound Pax	1.535.699	866.496
% ch. 20/19		-43,6%
INTERNATIONAL FLIGHTS inbound and outbound Pax	10.006.040	1.922.869
% ch. 20/19		-80,8%
Transit Pax	8.424	1.776
General aviation	11.431	8.547
Total pax	11.561.594	2.799.688
% ch. 20/19		-75,8%

Source: Assaeroporti

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→ Port of Venice
Passengers traffic

YEAR	CRUISES		RIVER CRUISES		FERRIES		HIDROFOILS		TOTAL	
	CALLS	PAX	CALLS	PAX	CALLS	PAX	CALLS	PAX	CALLS	PAX
2019	500	1.611.341	78	15.796	204	101.708	365	93.858	1.147	1.822.703
2020	6	5.237	5	512	0	0	0	0	11	5.749
% 20/19	-98,8%	-99,7%	-93,6%	-96,8%	-100,0%	-100,0%	-100,0%	-100,0%	-99,0%	-99,7%

Source: North Adriatic Sea Port Authority - VTP

THE CHALLENGES RELATED TO SUSTAINABLE IMPACT OF TOURISM TO BE TACKLED

The overall goal of Venice is to promote sustainable tourism in order to share Venice's uniqueness while safeguarding its authenticity and the residents' quality of life. Venice put in place several actions to ensure an intelligent restart of tourism after the pandemic. These actions include the use of smart technologies to monitor the tourist flow.

The Smart Control Room, is a hyper-technological and digital control station for monitoring, analyzing and forecasting pedestrian flows. Through the analysis of the big data representing the state of the city in real-time, city users will be better informed and the quality of services for the tourists will improve thanks to visitors profiling.

Smart Control Room
Credit: City of Venice press office



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Enjoy respect campaign in San Marco's square
Credit: City of Venice press office

Many aspects of today's life in Venice's historical center concern the way in which tourist flows are managed. In addition, the city is going to introduce an "entrance fee" to regulate the entrance to the city which will gradually lead to the compulsory reservation for visiting the city. These measures have the goal to make the tourist presence compatible with the daily life of the residents. The idea behind is that Venice can innovate through sustainable tourism to enhance its urban dimension while respecting its authenticity and uniqueness, sharing it with the world as a World Heritage Site.

Since 2017, on the occasion of the International Year of Sustainable Tourism, the City of Venice has been running an awareness campaign named #EnjoyRespectVenezia to raise awareness of tourism impact, with the belief that responsible traveling can contribute to sustainable development.

HOW THE IAP DEVELOPMENT AND THE SSA TACKLED THE CHALLENGES

Within the Tourism Friendly Cities project, Venice worked to promote the city's knowledge, authenticity and peculiarities by improving the communication among national, European and international tourists. Better knowledge and awareness of the city is the ground for a more sustainable impact of tourism.

Venice implemented a Small Scale Action consisting of a communication campaign on the phenomenon of high tide in the historic centre of Venice. The aim was to make tourists change their perception of the high tide. In Venice, the high tide is a natural phenomenon linked to the tide flow. Nevertheless, visitors often perceive it as a flood caused by bad weather conditions. The goal of this communication campaign was to provide a clear and realistic picture of the phenomenon, its consequences and its duration and increase tourists' awareness of the most appropriate behaviors to follow during the flooding emergency in harmony with the daily life of residents.

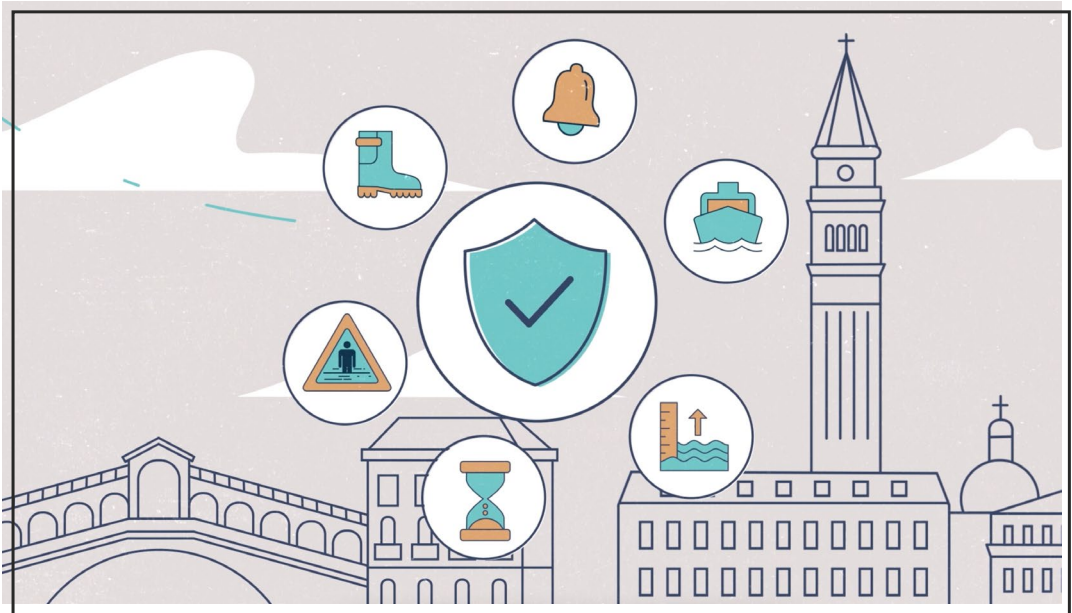


Venice with the high-tide
Credit: City of Venice press office

A LONG-TERM VISION ON SUSTAINABLE IMPACT OF TOURISM

Designing a sustainable future for Venice is one of the most relevant goals of the city. In 2021, the City of Venice launched the project "Venice World Capital of Sustainability" in collaboration with the Veneto Region and with the support of national institutions and private companies. The project aims to foster the sustainable development of the City of Venice and the Venetian Lagoon. Ad hoc Foundation "Venice World Capital of Sustainability", was set up in March 2022 to implement a plan of interventions functional to the economic, environmental, technological and sustainable growth of Venice, in line with the strategy outlined by the National Recovery and Resilience Plan. The Foundation will implement four lines of interventions (sustainable tourism, environmental sustainability, social inclusion, energy transitions) aimed at making sustainability a cross-cutting driver for social, economic and environmental growth of Venice.

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**THE TOURISM-
FRIENDLY
PEOPLE**

Simone Venturini
Tourism Deputy Major

*What does
sustainability
mean for
Venice?*



«Sustainability means building communities as capable as possible of coexisting and interacting with the tourist dimension and vice versa building a visitor culture that is more respectful and capable of understanding the complexity and delicacy of our city. Living it without consuming it»

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**FROM LOCAL
TO GLOBAL:
PLANNING
TOURISM
RECOVERY
WITH LOCAL
COMMUNITIES**

PRINCIPE 10

FROM LOCAL TO GLOBAL: PLANNING TOURISM RECOVERY WITH LOCAL COMMUNITIES

→ **The recovery of the tourism sector after the Covid pandemic needs to be a collaborative action, keeping local, national and global dimension together to avoid the mistake of the past and make tourism a leverage for sustainability, well-being and reduction of inequalities.**

The contrast to over-touristification and to phenomena which fostered a negative perception of tourism in many local communities need to be combined with collaborative schemes, which make residents, stakeholders and visitors the main actors of a new idea of tourism.

The experiences carried out by the partners of Tourism-Friendly Cities show the power of collective intelligence in rapidly defining solutions to the challenges that emerged after the pandemic. The use of public spaces, the creation of new outdoor tourism paths, the creation of local and national campaigns for proximity tourism are just some examples of how cities can be resilient in defining prompt answers to unexpected needs.

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The collaborative element connected to the definition of integrated plans on medium and long term with all the actors of the tourism sector, which was part of previous forms of planning and coordination in many cities of the network well before the launch of the URBACT Local Group, was considerably enhanced and rapidly became an essential paradigm for an effective governance of tourism.

However, the consolidation of these mechanisms can be particularly challenging for many reasons. First of all, keeping the dialogue on sustainable impact of tourism active after the momentum offered by the participation in the URBACT network needs to be paired with responsive systems to be put in place by local authorities, particularly in the relation with the stakeholders previously involved in the ULG. Furthermore, the creation of collaborative forums and institutions for the management of sustainable impact of tourism has to consolidate the action of silos breaking and cross-departmental connection which needs a

solid governance by different parts of the local authority (tourism and culture department, economic development department, etc.) in close connection with the Mayor's office and other departments in charge of integrated planning and international relations.

Turning the ULG into a permanent Observatory on sustainable impact of tourism is the solution that many partners of Tourism-Friendly Cities are going to implement in order to foster the active engagement of local stakeholders beyond the end of the network activities, but also for pursuing an holistic vision on the different aspects touched by tourism especially in view of a recovery that will keep the number of visitors to the pre-pandemic levels, or even higher.

The new-born Observatories will also be able to make a step further, after having gained knowledge from the collaborative process fostered by the participation to the URBACT network. These entities, in most of the case directly managed by the local authorities but with a strong role played by external actors, need to be conceived as open forums of discussion, where public partners, private entities and local communities can meet and plan the future impact of tourism at local level. Furthermore, the Observatories will also play a role in monitoring the implementation of the Integrated Action Plans, and will define a model that can be replicated by other cities which launched huge investments on tourism infrastructure or are planning the launch of different types of integrated strategies related to tourism growth.

Leave no one behind in planning how tourism can be more sustainable and positively impactful: this claim needs to be at the basis of a long term commitment by the cities, that can make the collaborative development of strategies on sustainable tourism a driver for social and economic growth, but also a way for improving the contribution that activities connected to tourism can give for localizing the implementation of the SDGs.

Many partners of Tourism Friendly Cities recalled in their Integrated Action Plan a reference to the role that tourism can play for making cities more sustainable and contributing to regional and national schemes on sustainability. The definition of actions whose impact is measurable and tangible at spatial, social and economic level needs to be connected in its implementation to a more attentive analysis of global trends, in order to make collaborative resilience a long-term objective that cities can perform.

The previous reference to collective intelligence is valid also for engaging the actors of the tourism sector, vocationally oriented towards global markets, in an action of forecasting of global trends, in order to innovate the offer for local and international tourists but also for making tourism an engine for growth of different sectors related to sustainability.

A tourism-friendly city is a city in which tourism is seen as a complimentary element to collaborative strategies fostering a better quality of life for all, but also a balanced vision of social and economic development that can be potentially expanded in surrounding functional and metropolitan areas. At the same time, a tourism-friendly city is a city where the residents feel to be part of something greater: a shared vision, a common history, a welcoming spirit, a positive vision of the future. People have the power of making cities better places to live in, and to foster a positive perception of a vibrant, welcoming place for all the visitors. There is no doubt that local communities of the partners of Tourism Friendly Cities will keep playing a decisive role in the future, and there is no recovery of the tourism sector without making people part of it.

