



## Final MEETING Phase 1

Tourism Friendly Cities (TFC) Action Planning Network

Braga, 28-29 January 2020

### Meeting Report

Preparing the Tourism-friendly Cities (TFC) URBACT Action Planning  
Network process for phase II

By Anamaria Vrabie, URBACT Lead Expert



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## Context

The final meeting of phase I for the Tourism-friendly cities URBACT Action Planning Network (APN) allowed all city partners to collectively reflect on the experience of the city visits conducted during phase I, their initial work at local level for consolidating an URBACT Local Group (ULG), as well as the methodology and workplan planned for phase II. Genoa, as the network's lead partner, co-hosted the meeting and provided information to the guest cities about the next steps to be conducted by the network by end of February 2020 as part of phase I of the URBACT APN process.

During the meeting, the host city, Braga, served as a living lab, providing all participants with an immersive experience in the challenges the city is experiencing connected to sustainable tourism. This enabled focused conversations on expectations about the impact of the TFC network for each of the partner cities and key aspects that should be integrated in the innovative methodology for phase II of the network.

This report covers the main findings of the meeting and the agreed next steps for preparing the application for phase II.

### Date and place. Attendants.

- **Date:** 28-29 January 2020
- **Place:** CASTELO – Laboratórios de Inovação de Braga, Rua do Castelo, Braga, Portugal
- **Attendants:**

Name	City (including ULG members)
Anamaria Vrabie	URBACT Lead expert
Sally Kneeshaw	URBACT Programme Expert
Simone d'Antonio	URBACT National Contact Point – Italy ANCI
Gianluca Saba	Genoa
Barbara Poggio	Genoa
Sabrina Bruzzone	Genoa
Nuno Gouveia	Braga
Luis Ferreira	Braga
João Gomes	Braga
Khalid García Chelbat	Braga
Natasa Miric	Dubrovnik
Alisa Aliti Vlastic	Dubrovnik
Silvia Comiati	Venice
Maurizio Vezza	Venice



Valerie Drost	Utrecht
Ella Derksen	Utrecht
Kalsvel Wilbert	Utrecht
Joost de Vries	Utrecht
Bartłomiej Walas	Krakow
Monika Moskwa	Krakow
Dave Lawless	Dún Laoghaire
Bob Hannan	Dún Laoghaire
Ursula O Connor	Dún Laoghaire
Carolyn McCarthy	Dún Laoghaire
Jurgita Rudienė	Druskininkai
Linas Urmanavicius	Druskininkai
Violeta Grigorienė	Druskininkai
Antanas Urbonas	Druskininkai
Ana Kaciun	Druskininkai
Kestutis Ramanauskas	Druskininkai
Alvydas Varanis	Druskininkai
Modestas Vitkauskas	Druskininkai
Tuula Rintala-Gardin	Rovaniemi
Sanna Kärkkäinen	Rovaniemi

**1. Key findings from city visit and potential focus of the Integrated Action Plan that will be developed by each city in phase II (session 1)**

The participants reflected on the city visits experience and on the emerging focus for the future IAP, to be developed in phase II of the Tourism Friendly Cities Network.

Partner	Main policy challenge/ action to be addressed in ULG	Potential focus of IAP (Integrated Action Plan)
Genoa	1. Existing and concrete problems in managing tourist flows and how to solve them. Thanks to the help of the direct experiences of the stakeholders involved in the ULG 2. Balancing the need of attracting tourists and the need	1. Managing the tourist flows, also discovering new tourist itineraries 2. Co- designed small pilot actions 3. Co-create with the ULG



	of reducing the impact of tourism, especially in the city centre 3. Where today Genoa wants to go in its tourism development	concrete long term strategy to reshape the impact of tourism
Braga	Our main goal is to give freedom of speech to all ULG stakeholders that we invited, in order for them to be a part of the local tourism policies that we want to implement. Tourism in Braga is increasing substantially and our priority is that all locals can live in healthy environment without affecting them directly with the excess of tourists/travellers in certain months of the year.	Engage and commit all partners of the ULG in this process in order to work for better tourism policies in Braga. Apply measures of sustainable tourism practices in the city.
Caceres	Management of increasing tourism preserving city's identity, history and local needs.	Management of increasing tourism preserving city's identity, history and local needs.
Druskininkai	Sustainable tourism strategy and monitoring tourism flows	Directions and measures for sustainable and quality tourism development involving ULG
Dubrovnik	Complete strategy- strategic actions+ implementation plan_projects_budget+ engagement plan	Engagement process of stakeholders and collective decisions on key strategic measures for transition to sustainable tourism practices. Consolidated strategy TFC
Dun Laoghaire	Preserving the good quality of life and balancing the local assets and recent capital investments completed for local residents that could have a high attractivity also for visitors and tourists.	Consolidating the local identity around the waterfront redevelopment and harbours importance for tourism and leisure
Krakow	1. Tourism Forum - a work shop for exchanging knowledge and activities.2.consultation on attitudes towards the certification of Quality Tourism .3.participation of local partnets in the Respect Krakow program	1. research on the attitudes of local stakeholders towards the sign of the quality of sustainable tourism 2. Organization of the Tourism Forum twice a year (ULG form) 3. Participation of the project's historical cities in the program and on the Historical Cities 3.0 website (option)
Rovaniemi	Bench marking best practises and creating model/program for ensuring sustainable development in tourism.	Engagement of different stakeholders to built a sustainable model of operating Rovaniemi as a tourism destination. Setting up of DMO and creating framework for sustainable development in tourism industry



Utrecht	What is the right balance between touristic demands and local needs? Livelihood and liveability. How do you reinforce the links between people and heritage? How do you connect tourism better with the urban agenda and urban dilemma's? How do you involve citizens with tourism policy, without the NIMBY-effect? How do we are an attractive place and a city with affordable housing at the same time?	Our challenge is a strategy to bend day visit to multiday-visits (economic benefits for community)
Venice	To improve tourist awareness on the city specificities of the historical center of the City Venice, with particular reference to the environmental aspects and on the potential effects of climate change (e.g. flood event which happened in November 2019) and their actual impact on tourism. Possibility to develop and launch an international awareness campaign on this topic.	The focus of the IAP could be to support the current plan/strategy under implementation with targeted communication and information actions decided by the ULG

## 2. Main points on vision and ambitions for the network outputs (sessions 2)

Before the Braga meeting participants were asked to fill in a questionnaire on expected network outputs, that could be integrated in the development or implementation phase of the future integrated action plans. The questionnaire contained pre-defined options, based on the discussion of the lead expert with each city during city visit, and some open slot for new suggestions from the network.

The initial options (both pre-defined and the additional ones added by cities) were:

1	Pilot projects- including in phase II budget for small scale actions in order to test ideas of the ULG or refine working hypothesis of developing the IAP
2	Developing a monitoring tool for sustainable tourism and urban governance
3	Writing policy briefings/ white papers targeting key EU/ global stakeholders for building awareness on actions needed for supporting sustainable tourism at city level. They could be addressed to UNWTO, Eurocities, DG Regio, Airbnb etc.
4	Developing webinars capturing progress of ULG/ IAP development
5	Developing podcasts capturing progress of ULG/ IAP development
6	Making ULG a permanent observatory on steps taken by city stakeholders and organising on a regular basis living lab sessions (cooperation between public authorities, academia, NGO and businesses)
7	Developing a label/ reward mechanisms for sustainable tourism practices at local level
8	Developing videos and other digital communication tools to raise awareness on tourists



After a plenary debate, the participants prioritized 5 options and using a world café methodology they worked in parallel groups to further define what these outputs could entail.

The main conclusions discussed in the plenary discussion were:

### 1. Developing a monitoring tool for sustainable tourism and urban governance.

Each city, during future ULG meetings that will take place until June 2020, needs to define what they mean by sustainable tourism and how they score/rate their practices at a benchmark value of 2020. This will help the ULG members not only focus the future conversations, but also monitor progress each year. The definition can be qualitative, even include a set of principles.

	Room 1 Moderator- Anamaria	Room 2 Moderator - Gianluca	Room 3 Moderator- Simone
Round 1	<b>Developing a monitoring tool</b> for sustainable tourism and urban governance	<b>Pilot projects</b> (small scale actions)	<b>ULG</b> as permanent observatory
Round 2	<b>Developing a label/ reward mechanisms</b> for sustainable tourism practices at local level	<b>Writing policy briefings/ white papers</b> targeting key EU/ global stakeholders	<b>ULG</b> as permanent observatory
Round 3	Each group reports and plenary discussion		

Each city will define a set of indicators, using existing knowledge of network partners on monitoring and evaluating tourism trends and tourists- city residents interactions. Krakow has committed of sharing their monitoring tool that includes many quantitative datasets, Utrecht committed to sharing their practices on measuring perception of residents on tourisms, as well as perceptions of tourists towards the city and its residents and Rovaniemi their experience on data sets that never get used properly from tour operators and the new tools they are about to use in the Sustainable Finland Programme.

There are however significant costs for implementing an yearly survey and measurement of data, and each city needs to be aware of that and find additional funding sources.

The ambition would be for each city to use at least a couple of common indicators that could offer comparability between cities, and bring more evidence-based proposals forward that could inform key pillars from the EU cohesion policy.





## 2. Developing a label/ reward mechanisms for sustainable tourism practices at local level

Participants shared various forms of mechanisms: stickers guaranteeing a higher quality souvenir (already in use in Dubrovnik, for example) to practices related to accessible tourism (and receiving a label and recognition for it). For some of these measures no capital investments are needed, rather clarity on how small scale action could look like.

ULG in each city could document existing practices and expectation in this direction from local stakeholders, and afterwards consider how the ideas emerging could be integrated in the IAP or maybe inform local pilot projects.

## 3. Pilot projects (small scale actions)

Strong interest from every city partner. Key priority areas for pilot areas would be: hybrid forms of governance, collecting perceptions via some sort of platform on tourists impact on quality of life in cities and tourists perception on transitioning to sustainable tourism practices, raising awareness of tourists on their impact on city life.

## 4. Writing policy briefings/ white papers targeting key EU/ global stakeholders

Would be related to yearly findings from the monitoring tool and the definition of sustainable tourism for the cities part of the TFC network, rather than a plain manifesto.

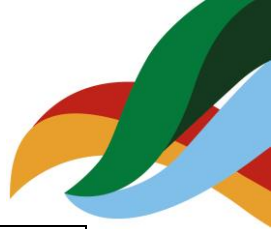
## 5. ULG as permanent observatory



Each city needs to define its starting point on how it uses the ULG (if it is a new group, if it builds on past experience etc.) and then use the ULG as a delivery vehicle and time measurement of progress.

## 3. Main points by Braga as a living lab (sessions 3)

During the meeting, Braga served as a living lab, organising an immersive site visit in the heart of the historical center, guided by local stakeholders. After the site visit, the participants debriefed the experience, reflecting on what they noticed, heard and how Braga's local reality relates to their own challenges and the overall network's scope.

<b>Context of site visit</b>	<p>The archaeological site of Carvalheiras is the only completely excavated Roman quarter of the ancient Bracara Augusta (name of the old city of Braga commanded by the Roman Empire).</p> <p>Its undeniable value for understanding the Roman urbanism of the old city. The Municipality of Braga is making its process of recovery to be used as a place to visit the city's Roman past. Places like, Fonte do Ídolo, the Roman Baths or the Archaeological Museum D. Diogo de Sousa. Due to this great legacy, the Carvalheiras insula becomes a point of reference for the dissemination of knowledge of Roman urbanism, by integrating in one of the most important archaeological remains and the restitution of</p>
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	<p>the insula's becomes now a priority.</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="333 286 751 546">  <p><i>Location within the city - present day</i></p> </div> <div data-bbox="900 271 1331 533">  <p><i>3D project, presented for public consultation in September 2019</i></p> </div> </div> <p>The project intends that the ruins is not only for protection, but that it can be used as a pedagogical resource through which visitors can approach Roman architecture.</p>
<p><b>Challenge presented</b></p>	<p>How can <i>Insula das Carvalheiras</i> become a new tourist attraction, taking into consideration that Braga has already great tourist attractions that are consolidated in the historical-cultural panorama, such as the Sé Cathedral (oldest cathedral in Portugal, from the 11th century, it was built before the foundation of Portugal as a country) and Santuray of Bom Jesus do Monte (UNESCO World Heritage).</p> <p>Current tourists expect a certain type of religious and cultural heritage, which <i>Insula das Carvalheiras</i> does not fit into yet.</p>
<p><b>Main inputs from TFC network</b></p>	<ul style="list-style-type: none"> <li>- Importance of creating a connection of local community (neighbours, schools) to the place</li> <li>- Use of temporary activities and uses</li> <li>- Guarantee access to the park area</li> <li>- Make the green space an accessible place, maybe also integrate a small football field, to match the past identity of the place, when people used to play football there</li> <li>- Good practice to be taken in consideration: the Roman Ruins Museum in Merida (Spain)</li> <li>- If residents will use it, tourists will too. Tourists will be looking for authentic experience, and also a place where they can also enjoy public and green space.</li> </ul>

## 4. Main conclusions for transnational meetings and next steps of the network

Sally Kneeshaw, Programme Expert for URBACT, presented an overview of URBACT III programme, as well as main requirements for an Action Planning Network to get approved from phase I in phase II. The presentation also focused on the structure that should be considered by each network in phase II, summarized in the table below.

As required in SYNERGIE-CTE			Summarised from different parts in the Guide	
WP	Type of deliverable	Quantity	Deadline/frequency	Who is responsible





1	Coordination meetings (Online and physical)	X nb per network	Network defined	Lead Partner
2	Transnational network meetings (Customised mix of E&L activities including design of methodological outputs)	X nb per Network	Network defined throughout 24 months of Phase 2	Lead Experts (with Partners inputs)
2	Mid Term Reflection (State of Actions Report)	1 per Network	After Mid-Term Reflection (Sept 2021)	Lead Expert (with LP and PP input)
2	Integrated Action Planning Report	1 per Network	By end March 2022	Lead Expert (with LP and PP input)
3	URBACT Local Groups (ULG)	1 per partner	Within first 3 months	Partners (with LE support)
3	ULG meetings (including small scale actions and optional local dissemination event)	X nb per partner	Network/partner defined (suggested before/after each Transnational seminar)	Partners (with LE support)
3	IAP Roadmap	1 per Partner	By end Sept 2020	Partners (with LE support)
3	Draft Integrated Action Plan	1 per Partner	By end Sept 2021 (also Network MTR meeting)	Partners (with LE support)
3	Final Integrated Action Plan	1 per partner	By May 2022 (also Network final IAP meeting)	Partners (with LE support)
4	Communication plan	1 per Network	Completed by end June 2020 (can be revised through-out Phase 2)	Lead Partner (with LE and PP inputs)
4	Thematic outputs/ products (reflecting the action planning process at network and local level)	X nb per Network	Defined in Communication plan. (Coincides with webpage updates)	Lead Partner (with LE support)
4	URBACT Network page updates	1 per Network	Once per month during network lifespan (24 updates in total)	Lead Partner (with LE and PP inputs)
4	Final Network Results Product/s	1 per Network	Ready for City Festival (May 2022)	Lead Partner (with LE support)

Afterwards, participants worked in small groups in order to negotiate best times for the proposed transnational meetings in phase II, trying to integrate significant local and European events happening in their cities. After plenary discussions, the proposed plan for meetings is summarized in the table below.

The team of Genoa, as lead partners communicated administrative updates, budget overview for phase II and mandatory documents that need to be uploaded in Basecamp (signed convention, letter or commitment etc. ).



WHEN	WHERE	MEETING TYPE
(16-17) June 2020 – maybe linked to Bloomsday Festival	Dun Laoghaire	Transnational meeting
October 2020	Dubrovnik	Transnational meeting
(end of) January 2021	Rovaniemi	Transnational meeting
May 2021	Druskininkai	Transnational meeting
September 2021	Krakow	Transnational meeting
(first week) December 2021	Utrecht	Transnational meeting
January 2022	Caceres	Technical visit (optional participation of city partners), linked to FITUR Madrid
(first week) April 2022	Venice	Transnational meeting