

Thematic Study on common challenges.

HeRe Lab – Heritage Research Lab, University of Florence
and UNESCO Office of the Municipality of Florence

ATLAS WORLD HERITAGE - Heritage in the Atlantic Area
Sustainability of the urban World Heritage sites.

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Introduction to the Thematic Study on Common Challenges

Based upon the previous *Diagnosis study of urban World Heritage sites in the Atlantic Area*, developed by Santiago de Compostela in 2018, a group of common challenges among the network of World Heritage sites was identified:

GOVERNANCE

- “The Metropolisation of the World Heritage site, and reciprocal influences; the need for collaboration between the centre and the periphery, beyond the limits of a buffer zone; the updating of management tools based on their own performance.
- Poor coordination between stakeholders; lack of information exchange systems among stakeholders; poor citizen participation. There are no platforms for participation in the management of the city.
- A notable disproportion between the expectations generated by the city and its actual resources and capacity.
- Lack of regulatory framework on rehabilitation of and intervention in buildings”.

POPULATION

- Decrease in the number of residents, especially in certain areas of the city; floating population; housing problems; reduction in the number of inhabitants, partly due to the condition of the buildings.

TOURISM

- The growing pressure of tourism (tourism management, raising of prices; concentration in certain areas and in a specific period of the year, occupation of public space....).
- Impact.

The *Thematic Study on Common Challenges* has been organised in two parts:

Phase I of the study: RESEARCH, IDENTIFICATION AND SELECTION OF GOOD PRACTICES (December 2018 – March 2019)

The critical common challenges have been assessed by gathering information on regulations and initiatives coming from the ATLASWH partners and World Heritage sites and cities beyond the project network.

Phase II of the Study: CONCLUSIONS ON THE GOOD PRACTICES AND GUIDELINES FOR SITE MANAGERS (March 2019 – April 2019).

After the collection of local and international good practices on Governance, Population and Tourism the second part of the research has consisted of comparing all the gathered information in order to produce a checklist of recommendations and suggestions to serve as a basis for the development of the Sustainability Plans. The Management and Sustainability Plans of the World Heritage sites of the ATLASWH network ought to be an important aid to effective and sustainable site management. The methodology and the development of the recommendation checklist (guidelines for the site manager) was developed in March and April 2019 through the discussion with the other partners of the project (Porto, Bordeaux, Edinburgh, Florence and Santiago de Compostela).

The *Thematic Study on Common Challenges* (WP5) was presented by Florence on May 22, 2019 in Porto.

The Team

In order to better understand the main difficulties and challenges, the *Thematic Study on Common Challenges* has been carried out by an interdisciplinary team of researchers, to define good practices and recommendations to be included in the future Sustainability Plans:



Elena Ghibardo

(HeRe Lab – Heritage Research Lab, University of Florence and UNESCO Office of the Municipality of Florence.

Scientific coordinator: **Prof. Giuseppe De Luca**, Department of Architecture of the University of Florence) has dealt with the practices related to the challenges of “Population” and “Governance”;



Patricia Guerriero

(HeRe Lab – Heritage Research Lab, University of Florence and UNESCO Office of the Municipality of Florence.

Scientific coordinator: **Prof. Giuseppe De Luca**, Department of Architecture of the University of Florence) has worked on the topics “Population” and “Governance”;



Lorenzo Santetti

(HeRe Lab – Heritage Research Lab, University of Florence and UNESCO Office of the Municipality.

Scientific coordinator: **Prof. Giovanni Liberatore**, Department of Economics and Management) has focused on “Tourism”.

The team coordination and external relations have been led by **Chiara Bocchio**, HeRe Lab – Heritage Research Lab, University of Florence and UNESCO Office of the Municipality of Florence.

The Project Manager for the Municipality of Florence is **Carlo Francini**, Head of the UNESCO Office of the Municipality and Site Manger of the Historic Centre of Florence, World Heritage site.



Phase I of the Study: Research, Identification and Selection of Good Practices

3.1 Research of Practices

→ WHAT IS THE SCOPE OF THE RESEARCH?

The scope of the research is to find practices useful and replicable in other World Heritage sites to mitigate the COMMON CHALLENGES (**Governance**: limited coordination and collaboration between the stakeholders, need of collaboration between centre and periphery, lack of regulatory framework on rehabilitation, poor citizen participation; **Population**: decrease in the number of residents, housing problems; **Tourism**: overtourism) identified in the *Diagnosis study of urban World Heritage sites in the Atlantic Area*.

→ WHAT ARE THE PRACTICES WE HAVE BEEN SEARCHING FOR?

The research team has searched for good practices derived from:

1. the cities of the ATLASWH project (ATLASWH LEVEL);
2. other cities (INTERNATIONAL LEVEL).

→ HOW HAS THE RESEARCH BEEN DEVELOPED?

The research of the practices has been led by consulting:

INTERNET SOURCES AND DATABASES OF GOOD PRACTICES

- Communicating World heritage - A guide for World Heritage Information Centres [here](#);
- Best practices in World Heritage management [here](#);
- BrandTour [here](#);
- Eurocities [here](#);
- European Cities Marketing [here](#);
- Historic urban landscape [here](#);
- HerO project [here](#);
- Presentation by Tamás Fejérdy on “Perspective of a State Party: National Heritage Law and World Heritage Properties Protection and Management” [here](#);
- Rehabimed [here](#);
- Research for CULT Committee - Best practices in sustainable management and safeguarding of cultural heritage in the EU [here](#);
- Med cities [here](#);
- Organization of World Heritage cities [here](#);
- URBACT Network [here](#);
- Urban Innovative Actions (UIA) [here](#);
- World Bank Project and Operation [here](#);
- World Tourism Organization (UNWTO) 2018, Overtourism? Understanding and Managing Urban Tourism Growth beyond Perceptions;
- World Tourism Organization (UNWTO) 2019, Overtourism? New UNWTO Report Offers Case Studies to Tackle Challenges.

ATLASWH PARTNERS' PRACTICES

Each partner was asked to share good practices for the mitigation of the challenges **Governance (G), Population (P) and Tourism (T)**.

Best practices received:

From Bordeaux:

- G/P – Negotiated Urbanism
- G/P – UNESCO Bordeaux Local Committee (CLUB)
- P – Consultation BM2050
- P – RE CENTRES National Program for the renovation of old and dilapidated areas
- T/P – Webzine Un air de Bordeaux
- T – Control of tourist accommodation
- T – Bordeaux barometer

From Edinburgh:

- G – Building Capacity for Traditional Trades
- G – Consultation process for Management Plan
- G – Conservation Funding Programme
- G – Heritage Hustings
- G – Policy ENV1
- G – The Skyline Policy
- P – Routes to Roots
- T – Doors Open day

From Florence:

In this case, it has been led by an analysis of the strategic projects present in the Monitoring of the Management Plan of the Historic Centre of Florence – UNESCO World Heritage site ([here](#)) and of other city projects.

- G – Application of the Buffer Zone
- G – The Management Plan of the Historic Centre of Florence 2016
- G – Enhancement of the Piazza Tre Re
- G – UNESCO Office of the Municipality of Florence Governance: MUS.E and HeRe Lab
- G – Law 77/2006 “Special measures of protection and use of the Italian sites of cultural, scenic and environmental interest, inserted in the List of World Heritage, placed under the protection of UNESCO”
- G – Florence I Care
- P – Regulation on Historic and traditional Commercial Activities
- P – Enhancement of Murate Complex: residential public housing project
- P – Oltrarno Project
- P – Lines 2 and 3 of the new Tramway
- P – URBAN WASTE – Urban Strategies for Waste Management in Tourist Cities
- T – FirenzeCard and FirenzeCard+
- T – Mobile Analytics
- T – Study on the Carrying Capacity of the Historic Centre
- T – UNESCO Regulation

From Porto:

- G – Porto Vivo, SRU
- G – Integrated Action Plan - IAP
- G – Architectural Prize João de Almada
- P – Urban Renewal Programme of Morro da Sé
- P – The Affordable Rents for Housing Municipal Program
- P – My Port is a World Heritage Site
- P – National Day of Historical Centers
- T – Use of Tourist Tax

- From Santiago de Compostela:
- G – Municipal Works and Maintenance Plan – PMOM “Compostela afaise a ti”
 - G – Compostela+Mais
 - G – Compostela capitalise
 - P – TROPAVERDE
 - P – AVIVA
 - P – Environmental Educational Programme
 - T – Women Environment
- ATLASWH PARTNERS’ SUGGESTIONS**
- Good practices: “Brand of Tourism of Guimarães” and “Enjoy and Respect Campaign” in Venice as good practices for Tourism, suggested by Porto; Regensburg World Heritage Management Plan and “The Application of the Recommendation on Historic Urban Landscape (HUL)” in Cuenca - Ecuador as good practices for Governance, suggested by Porto;
 - Contacts: Ko Koens, Associate Professor at Breda University of Applied Sciences and co-author of the UNWTO report on overtourism; Jyoti Hosagrahar, Deputy Director for the World Heritage Centre at UNESCO.
- INTERVIEWS TO PROJECT OFFICERS AND MANAGERS**
- 24th January 2019: Interview with **Andrea Aprili** on the “Enhancement of Piazzetta dei Tre Re” project (Municipality of Florence, Directorate of Culture and Sport – Administrative Officer of the Cultural Events, Youth Policies and Equal Opportunities Service);
 - 31st January 2019: Interview with **Gianni Dugheri**, manager of the “Mobile Analytics” project (Municipality of Florence, Directorate of Technical Services – Manager of the Statistics and Toponymy Service);
 - 6th February 2019: Interview to **Giuseppina Fantozzi** on “Murate” project (Municipality of Florence, Directorate of Real Estate - Manger of the Public Residential Building (ERP));
 - 21st February 2019: Skype interview with **Bertron-Serindat Edouard**, officer in charge of the “Control of tourist accommodation” regulation (Municipality of Bordeaux);
 - 2nd April 2019: Interview with **Lucia De Siervo**, on “UNESCO Regulation” (Municipality of Florence – Director of the Directorate of Economic Activities and Tourism);
 - 2nd April 2019: Participation to the meeting of presentation of the EU-funded project “**Urban Waste**”.
- MATERIALS OF CONFERENCES IN WHICH THE UNESCO OFFICE OF THE MUNICIPALITY PARTICIPATED**
- Presentations – “Historical Cities 3.0” [here](#);
 - Presentations – “World Heritage Site Managers Forum 2018 – World Heritage Committee”;
 - Presentations – “International Academy on UNESCO designations and Sustainable Development – 2016” [here](#);
 - Presentations – “Third Meeting of European World Heritage Associations 2017” [here](#);
- SUGGESTIONS FROM PROFESSIONALS WORKING IN THE WORLD HERITAGE FIELD**
- **Chris Blandford**, President of World Heritage UK [here](#);
 - **Chloe Campo**, Association des Biens Français du Patrimoine Mondial;
 - **Adele Cesi**, Italian Focal Point for UNESCO World Heritage Convention, Ministry for Cultural Heritage and Activities [here](#);
 - **Tony Crouch**, City of Bath World Heritage Site Manager [here](#);
 - **Nicole Franceschini**, World Heritage Studies at Brandenburgische Technische Universität Cottbus-Senftenberg;
 - **Angel Gerencia**, Ciudades Patrimonio de la Humanidad [here](#);
 - **Daniel Kovacs**, previous World Heritage officer at the Municipality of Budapest;
 - **Alessio Re**, Secretary General of the Fondazione Sant’Agata per l’Economia della Cultura [here](#);
 - **Matthias Ripp**, Heritage Manager, Regensburg [here](#);
 - **Peter Moore**, Project Manager of the National Trust for Giant’s Causeway natural World Heritage Site and Carrick-a-Rede [here](#);
 - **Claudia Schwarz**, UNESCO-Welterbestätten Deutschland e. V. [here](#).

EMAILS TO OTHER CITIES
AND INSTITUTIONS

- **Monica Flores Boix**, Municipality of Barcellona [here](#);
- **Frédéric Brie**, Advisor at the Directorate for the preservation of the Beauport and Charlesbourg districts, Municipality of Québec and Nicholas Roquet, Municipality of Québec [here](#);
- **Guido Daum**, German Ministry for Science, Education and Culture;
- **Pauline Froger**, Project Assistant, European Cities Marketing [here](#);
- **Amber Kokernoot** and **Boudewijn Bokdam** Amsterdam Marketing [here](#);
- **Vinicius Meneguelli Biondo**, International Relations Officer, Municipality of Cuenca [here](#);
- **Ana Maria Malo Corral**, Fundación El Barranco of the Municipality of Cuenca [here](#);
- **Julia Rey Pérez**, University of Sevilla;
- **Jurate Raugaliene**, Vilnius Old Town Renewal Agency [here](#).

3.2 Identification and Selection of Good Practices

→ **WHAT IS THE REFERENCE FRAMEWORK FOR THE IDENTIFICATION OF THE PRACTICES?**

With the purpose of identifying practices, a framework was created and organised according to the following **COMMON CHALLENGES** identified by Santiago de Compostela in the *Diagnosis study of urban World Heritage sites in the Atlantic Area* and **SUBTHEMES**:



GOVERNANCE

Regarding the **COMMON CHALLENGE Governance**, the main difficulties are linked to the need to stimulate a better dialogue between the sites, stakeholders and state bodies; the allocation of diverse resources to support World Heritage Sites' management; and the development of ways to ensure more active participation from the population. Governance is an intersectional issue that has been the main subject of numerous debates and publications in recent years involving institutions, public bodies, governmental and non-governmental organizations. Our research and analysis are in line with what was reported in the *UNESCO HUL Guidebook*, an example of holistic and interdisciplinary approach addressing inclusive management of heritage resources in dynamic and constantly changing environments, aimed at guiding change in historic cities. The best practices recorded are based on the recognition and identification of overlapping and interconnected natural and cultural, tangible and intangible, international and local values.

They effectively show an appropriate use of management tools and a good application of the participatory component of involving different stakeholders. For a punctual and focused analysis, good practices were considered with reference to the following sub-themes: Regulation, Management, Stakeholder Engagement and Economic Measures.

REGULATION	The arguments evaluated in the Governance and policy system such as the concept of materiality for the regulation between agreements with institutions and traders, involved the SUBTHEME “Regulation” in many ways: activities and actions defined by programs, intangible elements and management tools, groups of actors who have carried out the UNESCO policy and the management of pacts between institutions. This subtheme includes best practices in terms of special ordinances, acts or decrees to manage tangible and intangible components of the urban heritage in terms of governance (UNESCO 2011, p.14).
MANAGEMENT	The management subtheme aims to present best practices that help to protect the integrity and authenticity of the attributes of urban heritage as reported in the <i>UNESCO HUL- Guidebook</i> . The good practices selected demonstrate how heritage, social and environmental impact assessments should be used to support sustainability and continuity in planning and design. (i.e. a good management must have as the main objective the recognition of cultural significance and diversity and provide for the monitoring and management of change to improve the quality of life and urban space).
STAKEHOLDER ENGAGEMENT	Best practices regarding the SUBTHEME stakeholder engagement have been selected as examples for empowering a diverse cross-section of stakeholders and identifying key values in their urban areas, developing visions, setting goals, and agreeing on actions to safeguard their heritage and promote sustainable development.
ECONOMIC MEASURES	These Measures aim to improve urban areas while safeguarding heritage values. Selected practices include: government and global funds from international agencies, financial tools deployed to promote private investment at the local level and a variety of partnership models essential in making the management approach financially sustainable.

POPULATION

Regarding Population, the main objective is to decrease or stabilize the number of residents in UNESCO World Heritage sites. The main difficulty is related to the need to stimulate the settlement of population in these areas by ensuring a better balance between tourist and residential occupations in these territories. This topic is strictly connected and subordinate to “Governance” and “Tourism touristification in central areas and in the hinterlands. It actually represents one of the main demographic and socio-economic issues for World Heritage Sites. Institutions such as the UNESCO and ICOMOS have issued repeated alerts about the loss of this heritage. In this respect, mention should be made of the recommendations of the International Charter for the Conservation of Historic Towns and Urban Areas (Washington Charter) of 1987 and the Charter on Built Vernacular Heritage (1999)-note. Accordingly, with historical and recent international recommendations, the challenge has been analysed considering the main areas: people, environment, policies. In alignment with the *UNESCO HUL Guidebook*, the following sub-themes have been selected: Regulation, Management, Community Engagement and Environment.

REGULATION	We have reported best practices addressing the depopulation issue in terms of Urban planning, laws and regulations on heritage conservation and local supportive policies on sustainable development.
MANAGEMENT	The good practices selected show how, it is possible to face the depopulation challenge in the historic city centre through management of knowledge and utilization of planning tools.
COMMUNITY ENGAGEMENT	The dynamics of transformation of sites are closely related to and often originate from negative phenomena. For example, the intensification of critical community issues, including: a fragile urban and commercial environment, a drastically economic system, and a loss of identity. The main questions are: how people can equip themselves when they live in a place, and when and how services related to a determinate area generate spaces of conflict. The proposal is to solve this conflict by understanding which methodologies could invert the flows. The SUBTHEME collects best practices regarding participatory approach which includes, among the others: cultural mapping, participatory sessions, residential workshops, survey on community, open discussion useful to make the population actively involved.

ENVIRONMENT

The public space topic, which is part of the Population context, identifies those socio-spatial ties, which due to faster and less qualitative dynamics over time, have become impoverished and thus loses an inherent power of the system.

The environment was intended as a social aspect of the bonds that solidified and intensified through projects, which managed and went beyond the concept of materiality, and at the same time strengthened the relationships, at the local level, between users and stakeholders. The results generated positive effects in a certain environment and were therefore global indicators of the improvement of the social environment. We can define two different scenarios linked to the urban environment: depopulation due to the abandonment of historic buildings, displacement of people to other city areas with loss of social values and consequently the deterioration of the architectural structures and urban heritage in the historic centres; processes of urban reinvestment, characterised by three main processes: the development of tourism, tertiarisation with the loss of the residential functions and gentrification. These are all the processes that can have a counterproductive effect in social terms (Association RehabiMed 2016, p.11).

TOURISM

In terms of Tourism, which is fundamental for the world economy, an important driving force, contributing with the 10% to the global GDP, and moving over 1 billion people every year around the world. According to *UNESCO World Heritage Sustainable Tourism Online Toolkit Guide 1*, each destination should define a strategy for tourism management, because “not all tourism is good tourism” (UNESCO, n.d.). To afford this challenge the general topic has been divided accordingly into different subthemes with the standards provided by international recommendations.

REGULATION

This subtheme comes from the research performed by a recent report by UNWTO (UNWTO, 2018), which suggests a review of the local regulation regarding topics such as opening times of attractions, access to popular attractions for large group of visitors, traffic restrictions during certain time spans, drop-off zones for coaches in suitable places, pedestrian-only zones, tax setting for online tourism accommodation services. To support these actions metrics of the carrying capacity of the city and of critical areas and attractions (number of beds, visitors to the city, to specific areas and attractions, number of businesses of certain categories, etc.) are suggested.

VISITOR MANAGEMENT

The promotion of the least popular attractions and the enlargement of the visited area could be an effective way to improve the lifestyle of residents and to leave visitors with a better memory of the journey, assuming that one of the challenges is to relieve the concentration of visitors in the Historic Centres, decongesting streets, museums, and other inflated attractions.

COMMUNITY ENGAGEMENT

According to *UNESCO World Heritage Sustainable Tourism Online Toolkit Guide 4: Engaging local communities and businesses*, the local authorities should talk and listen to the local community and relieve any marginalisation warning signs.

Community Engagement is a critical factor in the preservation of the identity and cultural traditions of the destination. *UNESCO World Heritage Sustainable Tourism Online Toolkit Guide 4* requires a site to report the story of the host community in order to drive visitors to a better understanding and respect for the local community. At the same time, local communities should be involved in the decision process and develop a model to share the benefits of tourism instead of just experiencing its pressure (UNWTO, 2018).

ENVIRONMENT

This is one of the three pillars holding the concept of Sustainability that emerged during the conference of Stockholm, 1972 and is based on the following definition provided by UNEP, UNWTO: “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” (UNEP, UNWTO, 2005).

It is important to analyse this kind of good practices and to share them between the destinations, to analyse in depth where and how municipalities and other stakeholders should improve the quality of life, not only of visitors and residents, but of the whole destination.

→ WHAT ARE THE PRACTICES ANALYSED?

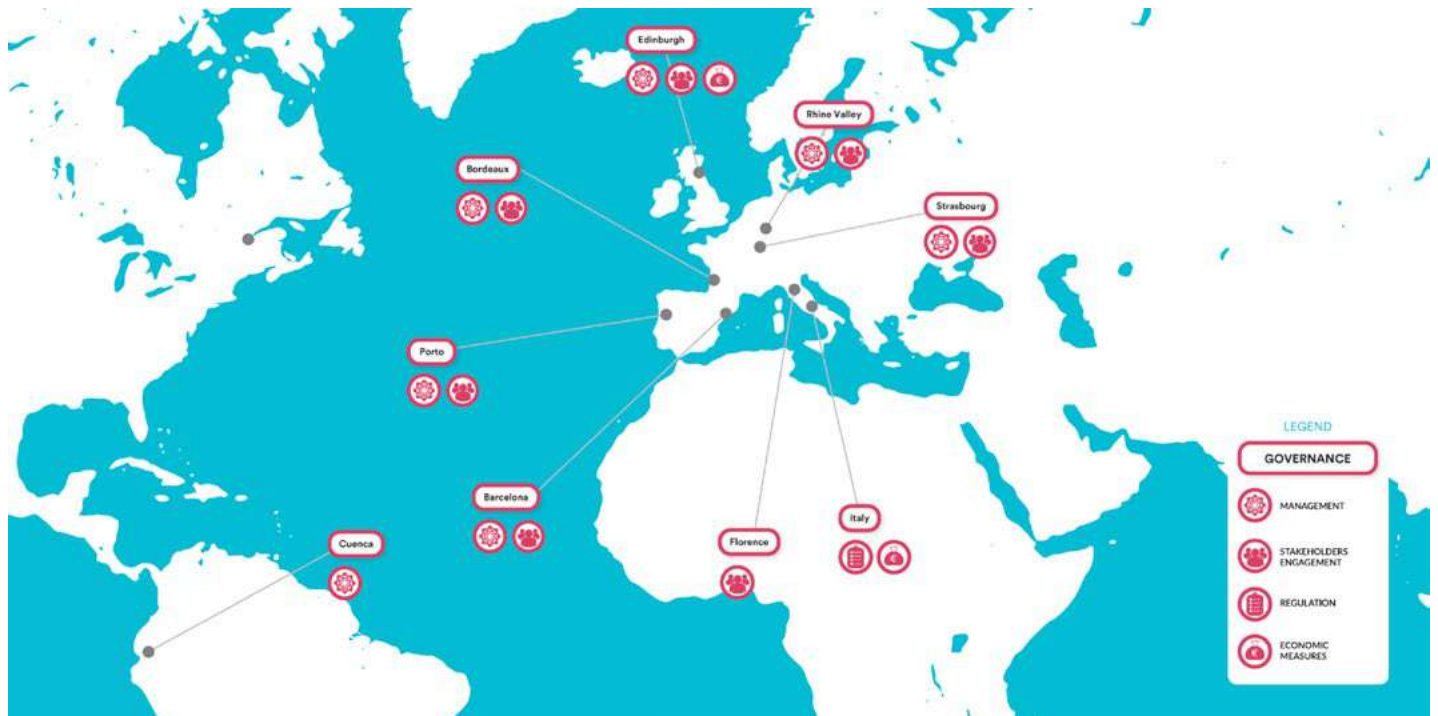
GOVERNANCE

25

TOTAL NUMBER
OF PRACTICES

SUBTHEMES:

- Regulation (R)
- Management (M)
- Stakeholder Engagement (SE)
- Economic Measures (EM)



The analysis of all these practices has been followed by the selection of the following 9 good practices about **GOVERNANCE**:

- ★ Bordeaux, France – Negotiated Urbanism
- ★ Edinburgh, United Kingdom – Conservation Funding Programme
- ★ Florence, Italy – Enhancement of Piazza Tre Re
- ★ Porto, Portugal – Porto Vivo, SRU
- ★ Italy – LAW no. 77/2006
- ★ Cuenca, Ecuador – The Application of the Recommendation on Historic Urban Landscape (HUL)
- ★ Barcelona, Spain – Tourism & City Council
- ★ Upper Middle Rhine Valley, Germany – World Heritage Master Plan
- ★ Strasbourg, France – Reorganisation of Urban Transportation

CUENCA
1 PRACTICE

The Application of the Recommendation on Historic Urban Landscape (HUL)

★ Good Practice Selected: [Sheet](#)



STRASBOURG
1 PRACTICE

Reorganisation of Urban Transportation

★ Good Practice Selected: [Sheet](#)



BARCELONA
1 PRACTICE

Tourism & City Council

★ Good Practice Selected: [Sheet](#)



REGENSBURG
1 PRACTICE

World Heritage Site Management Plan

Since the 1960s, the city has sought to make the most of this unique cultural heritage and invested in the restoration and preservation of the Old Town. In 2006, the “Old Town of Regensburg with Stadtamhof” was included in the UNESCO World Heritage List. A World Heritage Management Plan (WHMP) was officially endorsed in the wake of the UNESCO award in 2007. The Regensburg WHMP is a model plan for cities and regions to manage large-scale heritage sites. It adopt an innovative and inclusive approach, the municipal team co-designed the current plan during the HerO project in 2012, working actively with a broad range of experts and citizens to decide on the right course of action. These stakeholders formed a “local support group” that was divided into smaller units to work on specific points of the WHMP.



UPPER MIDDLE RHINE VALLEY
1 PRACTICE

World Heritage Site Management Plan

★ Good Practice Selected: [Sheet](#)



BORDEAUX
2 PRACTICES

Negotiated Urbanism

★ Good Practice Selected: [Sheet](#)



UNESCO Bordeaux Local Committee (CLUB)

The UNESCO Bordeaux Local Committee (CLUB) is the forum that guarantees a dialogue between project leaders and an assembly of well-qualified individuals that understand the projects and carry out the values of World Heritage. Among the objectives: to inform national and international bodies of ongoing projects by transmitting and publicly displaying the reports of CLUB meetings; to foster the construction of a shared vision of heritage and the modalities of its transformation at a local level. The members include: experts from civil society, historians of art, architecture and urbanism, actors of the associative life who work in the heritage conservation field - representatives of institutions concerned with heritage, urban planning and architecture - neighbourhood representatives who demonstrate a clear commitment to the urban, architectural and social values of a neighbourhood.



EDINBURGH
6 PRACTICES

Conservation Funding Programme

★ Good Practice Selected: [Sheet](#)



Building Capacity for Traditional Trades

Capacity building is by definition a collaborative approach, this programme supports traditional trades in Edinburgh by facilitating various CPDs focusing on specific traditional trades such as stone-masonry. This benefits from the close working relationship with St. Mary's Cathedral Workshop for stone-masonry apprentices. Among the objectives already in course, it also runs knowledge-exchange workshops for Turkish stonemasons as part of the KORU project and continues supporting the Traditional Building Festival. Furthermore, it supports two international projects in progress, Added Value for Craft and REDIAPRO, that study the current situation of the sectors in Scotland and Europe; the latter promotes Scottish and European traditional architectural trades. A wide range of stakeholders either learn from EWH or contribute to EWH's growth. In this way, the organisation is not relying on one sole entity from which to grow, and this ensures its sustainability. As for EWH's own activities, such as CPDs, the replicability is encouraged over the years, and adaptable to changing trends. Moreover, the emphasis on traditional trades recognises their vulnerable position in the current economy, but also their absolute necessity in terms of maintenance of historic sites and buildings.



Heritage Husting

It is an effective way of directly engaging residents with the issues facing World Heritage Sites. It supports a more solutions-based approach towards resolving issues by talking to local counsellors in husting settings. Ultimately, events like these ensure that issues that World Heritage Sites face remain on the local government's agenda.



Consultation Process for Management Plan

For the 2018-23 Management Plan, the Old and New Towns of Edinburgh World Heritage site Steering Group chose a participative approach to inform and implement the Management Plan for the engagement of the community. The previous Management Plan consultations had been based on expert assessments of the issues and consultations on proposed actions. In this case a more comprehensive consultation was undertaken at the initial stages to identify the key issues facing the WHSMP. An adapted version of Scotland's "Place Standard" wheel was used as the basis for individual consultations with residents and workers in Edinburgh. Over 500 in-depth consultations took place. Effort was made to ensure that different groups were reached, and a range of views sought. This included taking stalls to festivals, on the street interviews and more.



Policy ENV1

Edinburgh’s OUV is a material consideration in the planning process and Local Development Plan (LDP) policy Env 1 – The World Heritage Site is in place to protect it. The Policy Env 1 states: “Development which would harm the qualities which justified the inscription of the Old and New Towns of Edinburgh as a World Heritage Site or would have a detrimental impact on the Site’s setting will not be permitted”.

The LDP sets out policies and proposals to guide development. It establishes the long-term vision for land use in the city. It includes general policies focused on the city-wide built heritage as well as specific guidance regarding the World Heritage Site. These documents are the main source of reference in making decisions on planning applications. In addition, the Council’s wider policies and guidance on the design of development provide detail on issues such as heights, massing, detailing and the appropriateness of materials.

The Skyline policy plays an important role in protecting the setting of the World Heritage Site. This policy identifies key public viewpoints and is used in assessing proposals for high buildings. This is necessary to protect some of the city’s most striking visual characteristics, the views available from many vantage points within the city and beyond, of landmark buildings, the city’s historic skyline, undeveloped hillsides within the urban area and the hills, open countryside and the Firth of Forth which create a unique landscape setting for the city.



The Skyline Policy

It was acknowledged that cumulatively, or individually, several factors (city growth, increasing call for density, and development pressure) can lead to the development of buildings that might have an adverse impact on the unique skyline of the city.

In 2005, the City of Edinburgh Council in partnership with Edinburgh World Heritage and Scottish Enterprise Edinburgh and Lothian, commissioned the landscape consultants Colvin & Moggridge to study the Edinburgh skyline and recommend key views that should be protected from new development. The consultants were asked to review the existing policy on high buildings and come forward with a mechanism for updating the guidance. They identified key views and skylines that are considered fundamental to the image and sense of Edinburgh and have developed a methodology that allows planners (and developers) to assess the impact of any development on those key views. In 2007, this methodology was approved and is now fully part of the assessments of planning applications in the planning department of the City of Edinburgh Council.

There is no formal buffer zone around the Site. The Department for Culture, Media & Sport (DCMS) maintains the view that buffer zones are not necessary in every case, particularly where adequate layers of protection already exist. The ‘Skyline Policy’ allied to the existing statutory protections provides a subtler and more responsive mechanism to protect the Outstanding Universal Value of the property which will cover more of the city surrounding the World Heritage property than any additional definition of a formal buffer zone.



FLORENCE
6 PRACTICES

Enhancement of Piazza Tre Re

★ Good Practice Selected: [Sheet](#)



Law N.77/2006

★ Good Practice Selected: [Sheet](#)



Management Plan

The Management Plan of the Historic Centre of Florence is a valuable tool for the city government – for conserving and safeguarding, but also for enhancing knowledge and raising awareness of Florence's broader cultural heritage. Florence approved its first Management Plan in 2006 and its second in January of this year. The new Management Plan is an operational tool capable of combining the different realities and situations which exist in the historic centre and for coping with site threats. It identifies objectives and strategic actions shared by Florence stakeholders and citizens. Moreover, the Regulations for Economic Activities are proof of the great effort made by the city government to limit commercial activities which are not compatible with the World Heritage values and to protect traditional shops, local handicraft activities, and the intangible heritage of the city.



Florence I Care

Florence I Care is a project for the conservation and enhancement of not only the artistic heritage of Florence, but also of certain important municipal buildings of a social and scholastic nature. The project is aimed at the active forces of the economy - businesses, associations, public and private bodies - which, in addition to being interested in promoting their products, wish to underscore their social commitment too. In this way they can achieve an image dividend higher than that obtainable through advertising alone.



Application of the Buffer Zone

The Buffer Zone was approved by the World Heritage Committee on 6 July 2015: the eighteen vista points and the respective visual axes have been included among the “protections” in the revision of the Structural Plan approved by the Municipality of Florence on 31.12.2014. The creation of a “Buffer Zone” for the World Heritage site, Historic Centre of Florence, was intended to implement effective protection measures for the Historic Urban Landscape, as defined by UNESCO in the Memorandum of Vienna. The identification of the Buffer Zone for the site was made by processing the data originating from the survey and from the indexing of the relevant views and vista points and by superimposition of different levels of protection (areas with landscape restraints, listed buildings, areas of archaeological interest, parks, green areas of particular importance, minor historic centres, rivers etc.). As part of the analyses studies for defining the Buffer Zone of the Historic Centre of Florence, the municipal administration has produced a printout with the identification of the most significant Belvedere viewpoints for the protection of the Historic Centre.



Governance of the UNESCO Office of the Municipality of Florence: HeRe Lab and MUS.E Association



The UNESCO Office of the Municipality of Florence’s work has been strengthened thanks to the close collaboration with MUS.E Association and HeRe Lab. On the one hand, the MUS.E Association is an in-house agent provided by the Municipality of Florence, which handles the enhancement of the Florentine Civic Museums as well as that of the city of Florence in general. It realises didactic activities, cultural projects, exhibitions, workshops and events to let the public enjoy heritage and art through an excellent experience. On the other hand, HeRe Lab is the co-joint Laboratory of the UNESCO Office of the Municipality of Florence and the University of Florence. In 2015 it was established in the aim of defining plans, actions and projects for the sustainable development of the World Heritage site, with particular reference to the Management Plan.

PORTO
3 PRACTICES

Porto Vivo, SRU

★ Good Practice Selected: [Sheet](#)



Integrated Action Plan - IAP

The project focused on the revitalisation of buildings or sites applicable to the entire city patrimony in a sustainable way. In the scope of the UrbAct Network, 2nd Chance, Porto developed an Integrated Action Plan (IAP) for the Santa Clara neighbourhood engaging different stakeholders and citizens in a cohesive and collaborative approach. The difference in this plan was the application of the methodology for its development, which involved Porto Vivo, SRU and the city administration, the citizens, the NGOs and the economic operators in order to give them an active role in the revitalisation of urban areas. It created a Local Group which joined municipal companies, Engineering and the Architecture Colleges, an ONG, private companies such as the Agency for Energy of Porto and a Foundation. The team worked mutually defining an idea and designing an urban project. They also worked for and with the community, attracting the residents of the area to workshops and presentations which defined the strategies to promote and to develop the Integrated Action Plan.



Architectural Prize João de Almada

The João de Almada Prize was created at the end of the 1980s by the Oporto City Council with the aim of encouraging and promoting the restoration of the city’s architectural heritage through the biennial awarding of the best rehabilitation examples. The recognition by the jury prize is composed by the Municipality of Porto, Regional Directorate of Culture of the North, Faculty of Architecture, University of Porto, Ordem dos Arquitectos, Ordem dos Engenheiros, and the previous architect award winner, which has the principal objective of promoting good practices for building conservation.



SANTIAGO DE COMPOSTELA
3 PRACTICES

**Municipal Works and Maintenance Plan - PMOM –
“Compostela afaise a ti”**

Municipal Works and Maintenance Plan - PMOM is a website, under the motto “Compostela afaise a ti”, which displays all the projects such as road repair, street redevelopment, accessibility improvements, new elements in parks and playground, etc. It is an intuitive and dynamic website that produces synergies between the administration and citizens, creating closeness and improving government transparency. Knowledge and information have a significant impact on people’s lives. The exchange of knowledge and information, particularly through Information and Communication Technologies (ICTs), has the power to transform economies and societies. UNESCO works to create inclusive knowledge societies and to enhance the competences of local communities by increasing accessibility, preservation and exchange of information and knowledge. The website gives a permanent and transparent communication between the Administration and the citizens.



Compostela+Mais

It is a website providing information to citizens on the local ordinance of basic citizen rights, which includes economic and social coverage during temporary periods of lack of income due to various reasons such as lack of stable and dignified employment. It offers unemployment benefits, which maintain a minimum level of income that meets the basic needs of citizens.



Compostela capitalize

The principle of the Participatory Budget is participatory democracy, through which citizens have the right to directly participate in the design, implementation and evaluation of municipal policies. It is not a question of acting only on the basis of technical criteria or administrative rhythms, but of adapting to the needs and objectives of the citizenry based on permanent dialogue. The Municipal Budget, as the instrument par excellence of any local policy planning, can integrate citizen participation. In this way, promoting the collective capacities in the management of local development. The Participatory Budget process builds a more active and responsible role for citizens in relation to the events of their municipality.



POPULATION

17

TOTAL NUMBER
OF PRACTICES

SUBTHEMES:

- Regulation (R)
- Management (M)
- Community Engagement (CE)
- Environment (E)



The analysis of all these practices has been followed by the **selection of the following 7 good practices about POPULATION:**

- ★ Florence, Italy – **Enhancement of Murate complex: residential public housing project**
- ★ Porto, Portugal – **Urban Renewal Programme of Morro da Sé**
- ★ Santiago de Compostela, Spain – **Aviva**
- ★ Santiago de Compostela, Spain – **Tropa Verde**
- ★ Edinburgh, United Kingdom – **Routes to Roots**
- ★ Quebec, Canada – **Heritage Building Intervention and Revitalization Program "Maître d'Oeuvre"**
- ★ Vilnius, Lithuania – **Fine Arts and Ethnographical Trades and Fairs Programme**

QUEBEC
1 PRACTICE

**Heritage Building Intervention and Revitalization Program
“Maître d’Oeuvre”**



★ Good Practice Selected: [Sheet](#)

VILNIUS
1 PRACTICE

Fine Arts and Ethnographical Trades and Fairs Programme



★ Good Practice Selected: [Sheet](#)

BORDEAUX
2 PRACTICES

Consultation BM2050



BM2050 was created and organised by Bordeaux Métropole as a reactionary participative approach, in order to develop an urban project on a larger scale that includes the 28 municipalities that compose the Bordeaux metropolis. The approach was not intended to make provisions but to build scenarios. It developed in several stages and used different methods of consultation and communications: 10.000 questionnaires returned by the different sectors of activity (health, education, economy), serious games, workshops and conferences and educational games in schools. Moreover, a book will be presented on June 11, 2019. The practice is an expression of the historical urban landscape approach that closely connects development issues to heritage development. The approach meets several objectives that the preservation of World Heritage sites aspires to. First of all, it broadly involves the local population in the identity knowledge, qualities recognition of the heritage which has to be valued. It widens the consideration of heritage beyond the listed site and the buffer zone making the site an inspiration for the development of its periphery.

**RE CENTRES National Program for the renovation
of old and dilapidated areas**



The City of Bordeaux has been selected by the French National Program for the renovation of old and dilapidated areas. This program was launched by the State and financed by the French Agency for Urban Renovation. The city wanted to take advantage of these measures to create and put forward a new urban project, transforming districts in the city centre into liveable neighbourhoods, allowing people to enjoy all the advantages of the centre without the inconveniences. The idea behind the name (Re)Centres is to restore residents’ desire to live in the city centre and offer alternatives to urban sprawl with good-quality living conditions. The plural form of the name (Re)centres emphasises the differences between the districts, whose distinct identities are important and should be respected.

From the start, the aim has been to create a strategy that will use tools that are already present as much as possible. The project therefore started with anthropological studies, to ensure that it was based on local inhabitants’ knowledge. This work produced plans for the city centre, followed by precise identification of ‘nuggets’ within the territory: hidden or undervalued sites that could be used as material for the project. The (Re)Centres guide and plan formalised a work strategy that located and prioritised actions to be carried out. The idea of ‘Taking action together’ is inherent to the (Re)Centres project and is revealed in its governance. For example, the project involving the new districts consists of monthly workshops that bring together all the public and private stakeholders concerned.

The project is also submitted to regular public consultations in a more marked way than other cases. There are also participative events to make inhabitants aware and connected to the changes in their city. The first step in the plan was the identification of public spaces to be renovated in accordance with urban criteria, to avoid 'case by case' reasoning. Quality of living space and promotion of heritage are the key words of this operation.

EDINBURGH
1 PRACTICE

Routes to roots

- ★ Good Practice Selected: [Sheet](#)



FLORENCE
5 PRACTICES

Enhancement of Murate complex: residential public housing project

- ★ Good Practice Selected: [Sheet](#)



URBAN WASTE - Urban Strategies for Waste Management in Tourist Cities

The goal of the Urban Waste Management project is the implementation of actions aimed at preventing waste production and improving its management in 11 European tourist cities, including Florence. These cities are in fact dealing with additional challenges due to the high tourist flows, often seasonal. The first design step of the project is to analyse the urban metabolism of the tourist cities in order to gain in-depth understanding of the interactions between tourist flows and territorial resources, and in particular, the impact generated by the production and management of waste. Starting from these analyses and through the development of a participatory path based on close interaction among technicians and decision-makers, private companies, associations, citizens and tourists, innovative shared strategies were defined, tested and monitored in the pilot cities, capable of ensuring efficient and sustainable management of waste in these situations. To this end, a "Comunità di Pratica" (Community of Practice) was established. The main objectives of the programme were the prevention of food waste: the promotion of "doggy bags", the introduction of specific menus, the recovery of the surplus food products by restaurants and hotels to be donated for social solidarity purposes; for the reduction of plastic: the promotion of public water supply, the recycling promotion with several new gathering waste points; the Communication campaign for sustainable recycling, and the creation of an app – WASTEAPP, which is like a serious game that allows users to collect points that can be redeemed in the form of gadgets and museum discounts.



Oltrarno Project

The Municipality of Florence and the Chamber of Commerce of Florence shared the following strategic lines of action, towards which the project activities are guided, both individually and in partnership between fundamental signatories: economic animation and tourist promotion of the historic Oltrarno district; promotion of initiatives to support the creation of new craft enterprises or the development of those already in existence, through tools of training, updating, incubation and/or facilitated funding; support for initiatives of promotion-marketing of Florentine artistic craftsmanship, both by enterprises with premises in the Oltrarno district and those located more generally within the Florentine territory; identification of private technical partners for the development of European projects; participatory itineraries for the identification of projects and initiatives conceived to enhance the image of the district, leading to the selection of concrete actions to resolve the more critical situations of urban decay and to foster dialogue for the shared proposition and development of innovative solutions that accentuate the suggestive atmosphere of the streets and squares of the district.



Lines 2 and 3 of the new TramWay

The City Council has developed an integrated tramway system in the Municipalities of Florence and Scandicci, consisting of lines 1 (Florence SMN-Scandicci), 2 (Peretola-Piazza della Libertà) and 3 (Careggi-Bagno a Ripoli with a branch in Rovezzano). This project wants to guarantee boosting of the local public transport system, making of Florence more liveable and facilitating its liveability by making it a well-connected city.



Regulation of Historic and Traditional Commercial Activities

The register of Historical and Traditional Commercial Activities in the Municipality of Florence was established in 1999, together with the Regulation of Historic and Traditional Commercial Activities, as a tool for promoting economic activities that are examples of the true historical excellencies that make up the Florentine productive fabric. In 2017, the need to find more specific tools for the protection and enhancement of historical and traditional activities became evident. The “Regulation for the protection and enhancement of the historical economic and traditional Florentine activities” approved in 2018 as a general standard for all the historical and traditional economic activities of the city operating in a fixed location or on public ground. The new Regulation gave attention to the characterization requirements for identifying economic activities in the municipal territory, which deserved to become part of the Historical and Traditional Florentine Economic Activities list. These characterizations include the technical-administrative methods for the evaluation and inclusion of the enterprises on the aforementioned List, the restrictions that foster the permanence of the activities present on the List, as well as the identification of the distinguishing elements that will be subject to specific transformation prohibitions for each historical activity. The new Regulation is a tool for enhancing the cultural, economic and social heritage represented by the historical and traditional activities.



The new List of the Historical and Traditional Florentine Economic Activities, established according to the guidelines of the aforementioned Regulation, will replace, in full, both the List of Historic Commercial Activities annexed to the Town Planning Regulations and the Register of Historical and Traditional Commercial Activities of the Municipality of Florence.

PORTO
4 PRACTICES

Urban Renewal Programme of Morro da Sé

★ Good Practice Selected: [Sheet](#)



The Affordable Rents for Housing Municipal Programme

The Porto City Council and Porto Vivo Urban Rehabilitation Society, have been rehabilitating buildings in the Historic Centre of Porto offering houses with affordable rent to medium and low class families. With this approach it will be possible to increase the number of residents, counteracting the last indicators that show the continuous loss of population and to promote new dynamics of living between residents and tourists. For that, two strategies have been implemented. 1) Affordable Rents for Housing Municipal Program, with almost 600 dwellings and a creation of a student's residence, financed by public investment; 2) The aim to revitalize the city with tax benefits that will go to the following parties: owners with urban buildings leased for housing purposes, young people wishing to install themselves in the city centre, and to residents' associations that develop rehabilitation projects for housing at controlled prices. The City Council asks to extend this approach to the entire city, offering more opportunities to rent houses in an affordable way. This programme gives the opportunities to the locals living in the Historic Centre—the only way to maintain the city identity. This project gives the preference to the association, conservation and rehabilitation of properties with patrimonial value and their public use over the purchase of buildings in classified areas. Socially, the population that once left the historical centre, for reasons of poor conservation or bad environment, is invited back to dwell in the area. This model of action allows a sustainable rebalancing of the population, tourism and land use, managing to control gentrification and the rental market.



My Port is a World Heritage Site

My Port is a World Heritage Site project aimed towards raising awareness among students and teachers attending the 2nd cycle of schooling on the importance of preserving the Historic Centre of Porto as a place classified as a World Heritage Site by UNESCO. The 1st session in the classroom, involves learning about the meaning, values and different types of heritage. The 2nd session involves visiting the site and identifying the most characteristic places and reasons for classification. The 3rd session takes place in the classroom, watching Patrimonito movies (<https://whc.unesco.org/en/patrimonito/>) that explore the diversity and the need for heritage preservation; in the 4th session students participate in an activity that stimulates the creativity, learning and recognition of details about Porto. The importance and versatility of this project stands out because it reconciles contents of various disciplines such as Mathematics or Visual and Technological Education.



Children and teachers find themselves involved in a dynamic learning process that results in practical work, demonstrating the degree of knowledge learned. This knowledge project contributes to the integral sustainability for the future of the Historic Centre of Porto. Each year, 700 to 800 children become “World Heritage Ambassadors”, sensitizing them to the issues of conservation and the importance of heritage that should be left for future generations. This is evident in the final annual work produced by the student on the Historic Centre of Porto.

National Day of Historical Centers

The National Day of Historical Centres involves locals and the whole city, giving them a sense of belonging while teaching them and demonstrating what the city has to offer.



SANTIAGO DE COMPOSTELA
3 PRACTICES

Aviva

★ Good Practice Selected: [Sheet](#)



Tropa Verde

★ Good Practice Selected: [Sheet](#)



Environmental Educational Programme

The Department of the Environment/Environmental Department launched a new environmental education programme geared specifically towards schools. It is a project that aims to recognize the value of all the elements that shape our environment (water, air, ecosystems ...), to show the impact that our usage has on the planet and to prove that there are viable alternatives aimed at producing changes in the local and global scales. The main goal is to show the complexity of socio-environmental relationships from a didactic and inclusive perspective.



TOURISM

16

TOTAL NUMBER
OF PRACTICES

SUBTHEMES:

- Regulation (R)
- Visitor Management (VM)
- Community Engagement (CE)
- Environment (E)



The analysis of all these practices has been followed by the **selection of the following 8 good practices about TOURISM:**

- ★ Bordeaux, France – **Control of tourism Accommodation**
- ★ Florence, Italy – **Mobile Analytics**
- ★ Florence, Italy – **UNESCO Regulation**
- ★ Porto, Portugal – **Use of Tourism Tax**
- ★ Amsterdam, The Netherlands – **Visit Amsterdam See Holland**
- ★ Barcelona, Spain – **PEUAT – Special Urban Development Plan for tourist accommodation**
- ★ Barcelona, Spain – **Coexistence Programme between neighbours and neighbourhoods and housing and other accommodations for tourism use**
- ★ Balearic Islands, Spain – **Sustainable Tourist Tax**

AMSTERDAM
1 PRACTICE

Visit Amsterdam, See Holland
★ Good Practice Selected: [Sheet](#)



BALEARIC ISLANDS
1 PRACTICE

Sustainable Tourism Tax
★ Good Practice Selected: [Sheet](#)



BARCELONA
2 PRACTICES

PEUAT – Special Urban Development Plan for tourist accommodation
★ Good Practice Selected: [Sheet](#)



Coexistence Programme between neighbours and neighbourhoods and housing and other accommodations for tourism use
★ Good Practice Selected: [Sheet](#)



BORDEAUX
3 PRACTICES

Control of tourist accommodation
★ Good Practice Selected: [Sheet](#)



Webzine Un air de Bordeaux

Creator of bonds between the inhabitants, the webzine Un air de Bordeaux values the places, activities and events that make up the landscape and cultural diversity of the Bordeaux Metropolis and regulates the metropolitan community around a strong local identity. Launch of the Metropolitan Webzine was on November 22, 2017 and consisted of 6 headings / 8 editorial formats / 12 external redactors.



Bordeaux barometer

The tourist barometer of Bordeaux Métropole is a multi-stakeholder tool, co-built by the institutional and professional actors of tourism on the metropolitan territory: Bordeaux Métropole, the tourist office and congress of Bordeaux Métropole, the City of Bordeaux, the Regional Committee Tourist Office (CRTA), Gironde Tourisme, Bordeaux-Mérignac Airport, tourist and cultural facilities, etc. following.

This tool consists of collecting statistics and data (i.e. visitors to museums, tourist site attendance, tourist arrivals) which are provided by each stakeholder in a collaborative way. Every month a statistical analysis is carried out by the Chamber of Commerce and Industry. This practice was created in Amsterdam and the website <https://www.europecitiesmarketing.com/> is promoting it.



EDINBURGH
1 PRACTICE

Doors Open Days

Every September since 1990, Doors Open Days has been taking place across Scotland, welcoming visitors to see inside buildings not normally open to the public, for free. It is Scotland's largest free festival celebrating heritage and the built environment. It is part of European Heritage Days, a programme of similar events across Europe. Promotes opportunities to market Glasgow and other Scottish cities for local interest rather than tourists. The programme occurs annually to build up a sense of association and ownership of the buildings on offer.



FLORENCE
4 PRACTICES

Firenze Card e Firenze Card+

Firenze Card is the official pass for the museums of the city of Florence. The project was conceived to offer an integrated system of cultural services that permits entry to 72 museums, cultural Monuments, villas and historic gardens, enjoying priority access. The Firenze Card ‘Plus’, is an extra pass for transport services and products offered by the local economic operators.



Mobile Analytics

★ Good Practice Selected: [Sheet](#)



UNESCO Regulation

★ Good Practice Selected: [Sheet](#)



Study on the Carrying Capacity of the Historic Centre

The impact of mass tourism in the long term has been identified as a threat to the integrity of the World Heritage site, the Historic Centre of Florence. The continuous pressure of tourist flows could have negative social, cultural, economic and environmental consequences; therefore, it has been considered appropriate to carry out a study to understand how and when the tourist carrying capacity will be exceeded. That is, the anthropic point of saturation of the site beyond which its environmental, physical, economic, socio-cultural and quality characteristics and the visitor experience is capable of. The project aims to define a set of indicators on the specific tourist carrying capacity for the Historic Centre of Florence.



GIANT’S CAUSEWAY
1 PRACTICE

Project EDGAR – Capacity Analysis

This site has witnessed unprecedented growth, mainly due to the fact that it is one of the most accessible natural World Heritage Sites alongside and has iconic status. Since 2012 the Causeway has recorded c.97% growth; from just under 500K visitors annually to a little over 1 million (this growth is over the span of 6 years). At Carrick-a-Rede the site put into place a few management measures (such as timed tickets) to limit numbers to 434K per year – this was calculated by the flows of visitors across the rope bridge to enable ingress and egress from the island. Part of the charm of the area is the infrastructure that has remained largely unchanged – so the area retains a ‘quaint’ feel, there are no motorways or similar large roads in the area and the sites are surrounded by small habitation clusters and villages, servicing over 1 million people within these confines. The tendency of international tourists to visit during the peak season between July and August, has brought challenges. The management is forward thinking and is acutely aware of trends in tourism and, particularly overtourism. For this reason, there is a Responsible Tourism Manager. The site is developing a practice to manage the tourist flow. The first phase is the undertaking of a detailed examination of the carrying capacities at the site following four distinct criteria / lenses including:



1. Physical spaces
2. Experiential
3. Ecological and Environmental
4. Socio-Cultural

LISBONA
1 PRACTICE

Municipal regulation for local Accommodation

The increase in tourism and the verified growing shortage of housing, together with the consequent increase in rent and the precariousness in housing, makes it necessary to implement a set of public policies aimed at the following: defending the stock of permanent housing, limiting the installation of new establishments in neighbourhoods where their presence already has an excessive weight in relation to total residence, and protecting the neighbourhoods from gentrification, and instead favouring affordable rent and defending the neighbourhood trade. Porto tried to disseminate the concentration of tourism by creating new points of interest in the city and the surrounding area. In the last years, new cultural and tourist attraction equipment have been implemented outside the historical centre and downtown Porto. In Lisbon where overtourism has had more impact, relevant decisions were taken to limit the number of evictions and to increase the amount of accessible housing in the Historical Centre. Most recently, the delimitation of containment areas was added to their decisions. Following specific regulation this imposed limits on the number of establishments which are admitted in those territories. This action was publicly discussed in order to collect stakeholder's input for the creation of regulations that aim to preserve the social and cultural reality of the neighborhoods and sites.



PORTO
1 PRACTICE

Use of the tourist tax

★ Good Practice Selected: [Sheet](#)



SANTIAGO DE COMPOSTELA
1 PRACTICE

Women environment

Elimination of the gender gap that crosses the different areas of our society, including tourism, which in Santiago has a great weight on the life of the city. An open and inclusive tourism model designed for women, inclusive of outsiders – such as pilgrims, tourists, participants in a professional meeting or event that can be held in the city – as well as for those who work in the many companies located in this sector. Create a territory for women, where the commitment of the tourism sector is specified in the access of hotels, pensions, cafes, bars, restaurants and premises to a decalogue of good practices, among which are:

1. The promotion of accessible, inclusive, safe and pleasant environment for women.
2. Inclusive use of language, non-discriminatory for women in different media: letters, menus, advertising, social networks, web page, management documents.

Respect of the labour rights for women and the promotion of equal opportunities in the professional development, the promotion and recognition of the work, the equalization of wages, the facilitation of conciliation measures.



→ WHAT ARE THE CRITERIA APPLIED IN THE SELECTION OF GOOD PRACTICES?

The selection of good practices was done in consideration the following **criteria**:

1. **CHALLENGES AND SUBTHEMES**: practices have been selected according to their ability to cover more CHALLENGES and SUBTHEMES.
2. **TRANSFERABILITY**: practices that have skills which are replicable in different territories and contexts. The promotion of practices in other projects, platforms or networks has been, indeed, taken into account.
3. **SCALABILITY**: practices that can be applied, maintaining their functionality and effectiveness regardless of the scale of application.
4. **ACCOUNTABILITY**: “practices in which metrics (objectives and performance indicators) have been clearly defined and a responsibility profile has been traced.
5. **COMPLETENESS**: practices on which it was possible to find enough information, materials and direct contact with the responsible person of the project. Some practices resulted having weak information sources, lack of data or unresponsiveness from the project manager.
6. **REPRESENTATIVENESS**: practices were selected considering that each ATLASWH partner was represented at least once within the good practices’ selection.
7. **INNOVATION**: in the case of practices are similar to each other, it was decided to choose practices with a greater degree of innovation and novelty than the others.

The analysis of all these practices has been followed by the selection of **24** good practices.

It was decided to develop this section (see “WHAT ARE THE PRACTICES ANALYSED”) dedicated also to the practices that were not selected, but that could be taken into account at a future moment in which they can provide more information or have more impact.

→ What are the good practices selected?

The good practices selected include both practices from the ATLASWH partners (ATLASWH LEVEL) and international practices (INTERNATIONAL LEVEL) found through the online research. These have been categorised according to the COMMON CHALLENGES they try to mitigate (GOVERNANCE, POPULATION and TOURISM) and according to the SUBTHEMES.

The good practices that have been developed by February 28, 2019 are the following ones:

GOVERNANCE

ATLASWH LEVEL

1. Bordeaux, France – **Negotiated Urbanism**: Governance | Management / Stakeholder Engagement
2. Edinburgh, United Kingdom – **Conservation Funding Programme**: Governance | Management / Stakeholder Engagement / Economic Measures
3. Florence, Italy – **Enhancement of Piazza Tre Re**: Governance | Stakeholder Engagement
4. Porto, Portugal – **Porto Vivo, SRU**: Governance | Management / Stakeholder Engagement
5. Italy – **LAW no. 77/2006**: Governance | Regulation

INTERNATIONAL LEVEL

1. Cuenca, Ecuador – **The Application of the Recommendation on Historic Urban Landscape (HUL)**: Governance | Management
2. Barcelona, Spain – **Tourism & City Council**: Governance | Management / Stakeholder Engagement
3. Upper Middle Rhine Valley, Germany – **World Heritage Master Plan**: Governance | Management
4. Strasbourg, France – **Reorganisation of Urban Transportation**: Governance | Management / Stakeholder Engagement

POPULATION

ATLASWH LEVEL

1. Florence, Italy – **Enhancement of Murate complex: residential public housing project**: Population | Management / Community Engagement
2. Porto, Portugal – **Urban Renewal Programme of Morro da Sé**: Population | Community Engagement
3. Santiago de Compostela, Spain – **Aviva**: Population | Management / Environment
4. Santiago de Compostela, Spain – **Tropa Verde**: Population | Community Engagement / Environment
5. Edinburgh, United Kingdom – **Routes to Roots**: Population | Community Engagement

INTERNATIONAL LEVEL

1. Quebec, Canada – **Heritage Building Intervention and Revitalization Program “Maitre d’Oeuvre”**: Population | Regulation
2. Vilnius, Lithuania – **Fine Arts and Ethnographical Trades and Fairs Programme**: Population | Community Engagement

TOURISM

ATLASWH LEVEL

1. Bordeaux, France – **Control of tourism Accommodation**: Tourism | Regulation
2. Florence, Italy – **Mobile Analytics**: Tourism | Visitor Management
3. Florence, Italy – **UNESCO Regulation**: Tourism | Regulation
4. Porto, Portugal – **Use of Tourism Tax**: Tourism | Regulation

INTERNATIONAL LEVEL

1. Amsterdam, The Netherlands – **Visit Amsterdam See Holland**: Tourism | Visitor Management
2. Barcelona, Spain – **PEUAT – Special Urban Development Plan for tourist accommodation**: Tourism | Regulation
3. Barcelona, Spain – **Coexistence Programme between neighbours and neighbourhoods and housing and other accommodations for tourism use**: Tourism | Community Engagement
4. Balearic Islands, Spain – **Sustainable Tourist Tax**: Tourism | Regulation





3.3 Development of Good Practices Sheets

→ **WHAT IS THE USE OF THE GOOD PRACTICE SHEET?**

For each policy/initiative selected, a Good Practice Sheet has been developed.

The Sheet’s purpose is to outline the good practice process in mitigating one or more common challenges identified by Santiago de Compostela (WP4) in the Deliverable *Diagnosis study of urban World Heritage sites in the Atlantic Area*.

The intention is to provide a series of different good practices which can be consulted as a “recipe” (ingredients and process) by the World Heritage site manager and applied to her/his context in the effort to mitigate the Common Challenges their respective site faces.

→ **HOW IS THE GOOD PRACTICE SHEET STRUCTURED?**

The Good Practice Sheet has been structured taking into account the following fields:

1. **Title** of the practice (i.e., project/initiative/policy etc.)
2. **Challenge and subthemes**
3. **Sustainable Development Goals (Agenda 2030)**
4. Name, role and contacts of the **person responsible** for the practice
5. **Graphic** which underlines the
 - Drivers and stakeholders
 - Goals
 - Preconditions
 - Process for the development of the practice
 - Action Plan (results)
 - Financial support
 - Final Users
6. **Problem** which led to the development of the practice
7. **Activity Description** which underlines the preconditions and the process for the development of the practice
8. **Objectives** of the practice
9. **Indicators** to measure the efficacy of the practice
10. **Impact** of the practice

The section/field referred to the Problem seeks to provide information about the context and the reason why the practice has been planned and then applied.

The Graphic, on the other hand, has been created in order to provide a visual understanding of the planning process, the implementation and the monitoring of the practice. In this manner allowing its replication in other contexts.

Moreover, each developed sheet has been checked and reviewed by the following project contacts, who have been contacted and involved in the good practices' selection:

1. **Amsterdam, the Netherlands** – Visit Amsterdam See Holland: **Amber Kokernoot**, Account Executive, Amsterdam Marketing and **Boudewijn Bokdam**, Project Manager, Amsterdam Marketing;
2. **Barcelona, Spain** – Tourism & City Council; PEUAT – Special Urban Development Plan for tourist accommodation; Coexistence Programme between neighbours and neighbourhoods and housing and other accommodations for tourism use: **Monica Flores Boix**, International Tourism Projects' Officer, Tourism Department, Barcelona Activa, Barcelona City Council;
3. **Bordeaux, France** – Control of tourism Accommodation: **Bertron-Serindat Edouard**, Officer in charge of the “Control of tourist accommodation” regulation, Municipality of Bordeaux;
4. **Bordeaux, France** – Negotiated Urbanism: **Anne-Laure Moniot**, World Heritage Office, Municipality of Bordeaux;
5. **Cuenca, Ecuador** – The Application of the Recommendation on Historic Urban Landscape (HUL): **Julia Rey Pérez**, University of Sevilla; **Ana María Malo Corral**, Officer, Fundaciòn Municipal el Barranco – Cuenca; **Vinicius Meneguelli Biondo**, Officer of International Relations of the Municipality of Cuenca;
6. **Edinburgh, United Kingdom** – Conservation Funding Programme: **Adam Wilkinson**, Director, Edinburgh World Heritage and **Gabriella Laing**, International Training Officer;
7. **Edinburgh, United Kingdom** - Routes to Roots: **Neil Ogilvy**, International Project Officer, Edinburgh World Heritage;
8. **Florence, Italy** – Enhancement of Piazza Tre Re: **Andrea Aprili**, Administrative Officer of the Cultural Events, Youth Policies and Equal Opportunities Service, Directorate of Culture and Sport, Municipality of Florence;
9. **Florence, Italy** – UNESCO Regulation: **Lucia De Siervo**, Director, Directorate of Economic Activities and Tourism, Municipality of Florence;
10. **Florence, Italy** – Mobile Analytics: **Gianni Dugheri**, Manager of the Statistics and Toponymy Service, Directorate of Technical Services, Municipality of Florence;
11. **Florence, Italy** – Enhancement of Murate complex: residential public housing project: **Giuseppina Fantozzi**, Manager of the Public Residential Building (ERP), Directorate of Real Estate, Municipality of Florence and **Mario Pittalis**, Directorate Fine Arts, Municipality of Florence;
12. **Porto, Portugal** – Porto Vivo, SRU; Urban Renewal Programme of Morro da Sé; Use of Tourism Tax: **Margarida Guimarães** and **Ana Leite Pereira**, Porto Vivo, SRU;
13. **Quebec, Canada** – Heritage Building Intervention and Revitalization Program “Maître d'Oeuvre”: **Nicholas Roquet**, Advisor at the Directorate of Planning and Environment, Division for major projects and territory development, Municipality of Québec;
14. **Santiago de Compostela, Spain** – Aviva; Women Environment; Tropa Verde: **Idoia Camiruaga Osés** and **Belén Hernández**, Consorcio de Santiago;
15. **Vilnius, Lithuania** – Fine Arts and Ethnographical Trades and Fairs Programme: **Jurate Raugaliene**, Vilnius Old Town Renewal Agency;
16. **Upper Middle Rhine Valley, Germany** – World Heritage Master Plan: **Guido Daum**, Secretariat for the World Heritage in Rheinland-Pfalz, Ministry for Science, Education and Culture.

WHICH ARE THE GOOD PRACTICES SHEETS?



Conservation funding programme

Agenda 2030 —
Sustainable Development Goals

Governance | Management | Stakeholder Engagement | Economic Measures

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The Conservation Funding Programme promotes civic pride and responsibility for Edinburgh’s World Heritage Site, relying on the will of business-owners and residents to take positive action to maintain their historic buildings.

The Programme is administered by a third party (EWH) rather than a municipality or governmental organisation.

Edinburgh World Heritage’s vision is that the World Heritage Site be a dynamic force that benefits everyone. One way in which they

support this vision is through a Conservation Funding Programme (CFP) geared towards to the conservation of buildings and public spaces in and around the Old and New Towns of Edinburgh World Heritage Site, in order to retain the authenticity and integrity in this remarkable historic city.

The CFP has been operating in its current form since 2006 but the approach of focusing building conservation around community engagement dates back to 1970.



Goals

1. Promotion and realisation of the largest number of restoration / maintenance interventions in the historic centre.
2. Increase the level of citizen engagement in the conservation of their own historic buildings.



Preconditions

1. Available funds intended for the renovation and maintenance of historic buildings in the city provided by the City of Edinburgh Council and the Historic Environment Scotland.
2. The approach of focusing building conservation around community engagement dates back to 1970.
3. Creation of a third party functioning as a mediator between citizens and administration (Edinburgh World Heritage).



Financial Support

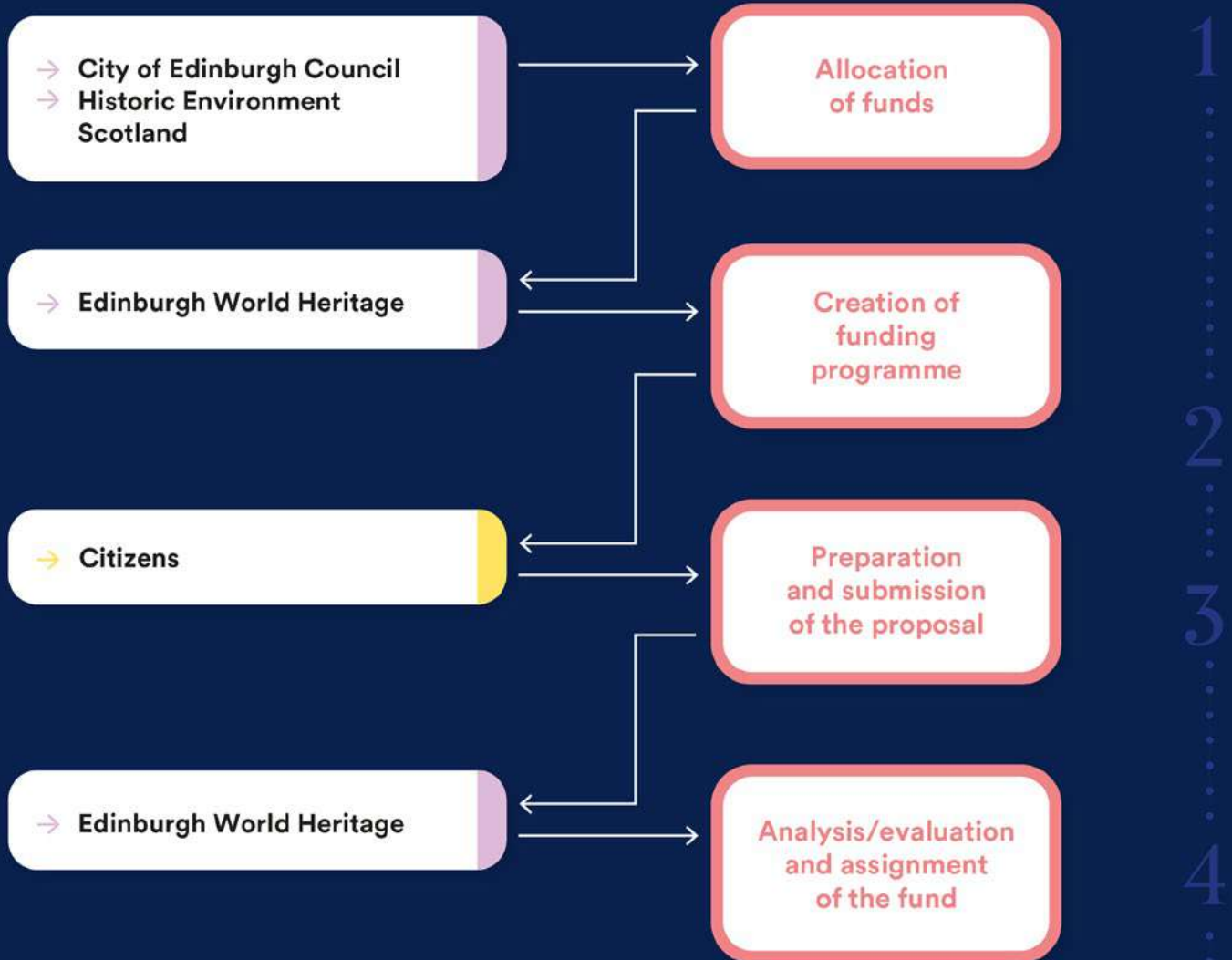
- Local
- Territorial
- National
- International



Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING



IMPLEMENTATION

Application form to be filled. If eligible, a professional adviser will compose a Conservation Statement for the property. Technical staff inspect and assess the property and the Grants Committee decides on the funding.

A detailed scheme design with start and completion dates and costs is drawn up and Edinburgh World Heritage agrees to the scheme in principle (not yet legally binding).

Proprietors submit main grant application with tender report, signed legal agreement and proof of approved statutory requirements such as planning permission, listed building consent and building warrant approval. Edinburgh World Heritage agrees on costs and makes grant offer.

Work starts on site and professionals make regular grant claims to be submitted to Edinburgh World Heritage.

Monitoring plan: after completion, photos of work are submitted to go on record, maintenance must be carried out on a regular basis after completion of work.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Limited private owners or public entities resources to guarantee the maintenance of historical buildings. Limited engagement and participation of owners/community for the maintenance of traditional buildings. Increased number of buildings in the historical centre in a highly degraded state because of lack of periodical maintenance. Loss of community identity and civic pride. 		
PRECONDITIONS	Available funds intended for the renovation and maintenance of historic buildings in the city provided by the City of Edinburgh Council and the Historic Environment Scotland; the approach of focusing building conservation around community engagement dates back to 1970; creation of a third party functioning as mediator between citizens and administration (Edinburgh World Heritage).			
STEP I	Evaluation of critical challenges in the historic centre and decision to allocate funds that can help the conservation actions proposed by the citizens themselves.			
STEP II	<p>Creation of a specific funding programme by the Edinburgh World Heritage third party. EWH offers available interest-free grants for:</p> <ol style="list-style-type: none"> projects that support the public realm. eligible properties owned by institutions / charities. private owners and commercial buildings. <p>Depending on the work involved and of the entity of the applicant, there are two types of Grants:</p> <ol style="list-style-type: none"> Repayable: this is an interest-free grant in which you are regulating to repay EWH upon the sale or transfer of your property, or after 10 years; whichever comes first. Not repayable: this grant is not repaid to EWH unless you sell or transfer your property within 24 months. It can be used to match funding for larger projects, or as funding in its own right. <p>EWH can offer a combination of funding types for certain projects. An example: if the value of grant exceeds £50,000, they could offer both a non-repayable grant (for the first £50,000) and repayable grant (for the amount over £50,000).</p> <p>EWH funds works on the external fabric of historic buildings, using traditional materials and methods such as: stonework (i.e. repointing, repair and paint removal with approved methods), roof (e.g. lead work, slate work, joinery, flashings and chimneys), shop front restoration/reinstatement, lime work (e.g. lime pointing, lime wash and lime harling), restoration/reinstatement of missing original architectural details, repair of original windows including reinstatement of original pattern, railings, steps and other features may be included as part of larger works.</p>			
STEP III	Promotion of the Programme to citizens through events and web (ex. creation of a clear and well accessible web site in which citizens can find all the information necessary to apply for the tender).			
STEP IV	Selection of the proposal prior to an inspection performed by technical staff.			
STEP V	Begin construction work on site.			
STEP V	Work progress monitored through grant claims to be submitted to the Edinburgh World Heritage.			

Problem	Activity Description	Objectives	Indicators	Impact
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The overall objective of the programme is to support owners in the conservation and enhancement of the built environment of the World Heritage Site. The programme fits with the organisational objectives emerging through the strategic review of:

1. Protecting and supporting Outstanding Universal Value.
2. Building capacity / resilience.

GENERAL OBJECTIVES

1. To promote civic pride and responsibility for Edinburgh's World Heritage Site.
2. To incentivise business-owners and residents to take positive action to maintain their historic buildings.
3. To share best practices for maintenance of traditional buildings through the support of funding and technical advice.
4. To equip owners and communities with tools to take care of their own heritage.

SPECIFIC OBJECTIVES

To promote conservation grants for the following areas through:

1. Proactive grants within the World Heritage Site to owners & groups of owners.
2. Reactive grants in adjoining conservation areas.

To restore:

1. Historic tenements through shared repairs schemes.
2. Shop-fronts on key routes into the city centre.

To contribute to the public realm enhancement (see the 12 [Closes project](#)).

Problem	Activity Description	Objectives	Indicators	Impact
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1. Number of applications to participate in the call for tenders in 2018.
2. Number of assigned grants in 2018.
3. Number of finalized projects in 2018.
4. Number of publications related to the financed activities in 2018.

Problem	Activity Description	Objectives	Indicators	Impact
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1. The connection between citizens and the institutional level has been guaranteed by the presence of a third party, the EWH, that acts as an intermediary body helping to simplify the administrative process.
2. The transformation of historic sites from buildings at risk/buildings of disrepair to restored has been demonstrated.
3. Edinburgh World Heritage received £2.6 million in funding to be used for the conservation of the city's historic environment (in the whole 2018). In the year ended 31 March 2018, funds from Historic Environment Scotland amounted to £1,845,769. The City of Edinburgh Council provided funds amounting to £94,947.
4. During this year (2018), the charitable company paid £1,881,021 in grants to proprietors and in project funding. Of this £168,835 was in the form of repayable grants in accordance with the charitable company's current policy.
5. Resources have been allocated to local heritage-led projects in order to create jobs, regenerate buildings and city precincts, provide training opportunities in the sector and raise additional funding from other sources.
6. Community engagement has been strengthened.
7. Grants and Projects team, including our accredited conservation architect, has been employed in the project development and management
8. Grants and Projects Committee, made up of trustees from our Board, has been involved in overseeing the project proposals.

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Enhancement of Piazza Tre Re

Agenda 2030 — Sustainable Development Goals

Governance | Stakeholder Engagement

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Piazza Tre Re is one of the oldest medieval squares in Florence, located between Piazza della Repubblica and Via dei Calzaioli. Despite its central position it has long been disfigured by negligence and massive forms of degradation. After an initial intervention by Angeli del Bello, a Foundation that gathers more than 3000 volunteers who deal with urban decorum, the Municipality of Florence organised a call for tenders to redevelop the area with an arrangement of urban decorum and annexed point of refreshment. The person assigned to the realisation of the project is Serre Torrigiani Srl who deals with the development of creative activities related to nature and art in the horticultural sector. The idea is to counteract the deterioration with the implementation of a lively space in correlation with a calendar of cultural even-

ts for the summer season. With the simple use of greenery and temporary installations, the intervention on Piazza Tre Re stands out as a successful experimental project that brought attractiveness and liveability to the space. The Administration of the City of Florence according to art. 27 of the COSAP Regulation - Canon Occupation Spaces and Public Areas - engages the procedure through facilitations and reduction of costs for the occupation of public land destined for “public interest” activities. Here, the work of Unique Desk for Productive Activities of the City of Florence (SUAP) as a collector of all the necessary permits required for the realisation of the project is important. SUAP in charge of the simplification of procedures for business and public administration.



Goals

- To enhance and to regenerate the public space of Piazza dei Tre Re.
- To establish a refreshment point and to start a cultural event calendar.
- To embroider the square with urban gardening design strategies.
- To re-appropriate a public space in a bad state of degradation and to reconstitute it to the community.



Preconditions

Will of the Mayor's Office to redevelop the area of Piazza Tre Re, which analyses its feasibility and starts the procedure for the realisation of the project.



Financial Support

- Local
- Territorial
- National
- International

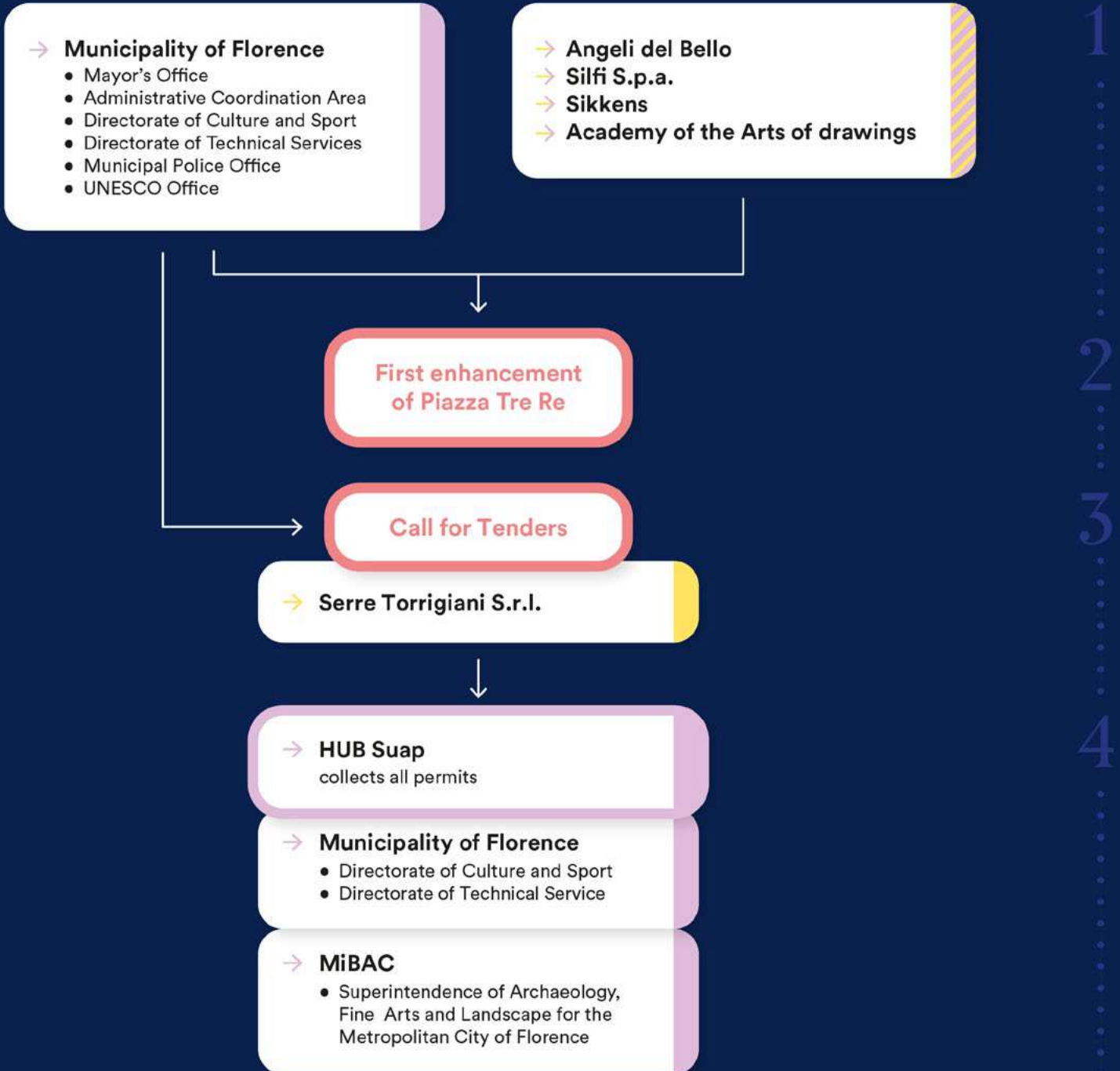


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

- Public Stakeholders
- Private Stakeholders
- Public and Private Stakeholders
- Actions



1
2
3
4

IMPLEMENTATION

- The assignee obtains all necessary authorisations from the SUAP of the Municipality of Florence, and presents a SCIA - Certified Report for the beginning of the activities, for the realisation of temporary intervention of urban gardening design with establishment of a refreshment point, and another SCIA for the activation of cultural events for the summer season.
- Realisation of gates for the night closing of the square by Firenze Parcheggi Spa, and cleaning of the square by ALIA Spa.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Critical degradation of some residual public spaces in the historic centre of the city due to misuse (episodes of degradation, dirt, etc.). Social and health problem. Social problem consequently followed by a loss of identity of the space. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Will of the Mayor's Office to redevelop the area of Piazza Tre Re, which analyses its feasibility and starts the procedure for the realisation of the project.			
STEP I	Cleaning of the square by Angeli del Bello (Voluntary Association) together with the UNESCO Office of the Municipality of Florence (promoter of the action), and with the collaboration of other subjects (Silfi Spa - public lighting, Sikkens - company of painting products, Academy of Arts and Design - studies of historical and artistic interest), begin a procedure of actions for the sheltering of the spaces of Piazza Tre Re.			
STEP II	With the Deliberation of the Executive Committee, the Directorate of Culture and Sport carries out a selection procedure to identify a suitable person to redevelop the space through a cultural project that also includes urban decorum and greenery, the safety of the area and a point of refreshment and relaxation.			
STEP III	Organisation of participation meetings with the Mayor's Office, and subsequent actions to secure the area after the intervention of Angeli del Bello and the UNESCO Office of the Municipality of Florence.			
STEP IV	The RUP (Unique Responsible for the Procedure) appoints a Commission to judge the received projects. The Commission redacts a report with the ranking list and submits it to the RUP which assigns the space to the winner with Administrative provision. The whole procedure is published on the Official Notice Board.			
STEP V	<p>The assignee (Serre Torrigiani Srl) must obtain all necessary authorisations by submitting the project to SUAP, which will collect the clearance permits and necessary opinions, including that of the Superintendence of Archeology, Fine Arts and Landscape for the Metropolitan City of Florence, subsequently releasing the granting of public land to the assignee.</p> <p>The assignee within the same procedure will be able to present a SCIA - Certified Report for the beginning of the Activities, for the administration and another SCIA for the public show activities, if necessary.</p>			
MONITORING PLAN	<p>The Municipality checks and monitors the progress of the project every year for the first 3 years of assignment to the manager Serre Torrigiani Srl.</p> <p>The 4th year The Municipality reiterates a new call for projects that will be valid until 2020.</p>			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To enhance and to regenerate the public space of Piazza Tre Re. To improve the square with the establishment of a refreshment point and to set off a schedule with cultural events. To embroider the square with urban gardening design strategies. To re-appropriate a public space in a bad state of degradation and to reconstitute it to the community. 		

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Number of participants to cultural events and free users of the square.
2. Number of cultural activities organised during the concession period.
3. Number of reiterations of the project.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

SUMMER	Improvement of the use and exploitation of the square, increase of attractiveness due to the setting up of a refreshment point, and organisation of a program of cultural events.
WINTER	Free use of the square during the opening hours of the gates by Firenze Parcheggi Spa, which is a company that manages the parking system in paid structures in the city of Florence, and the cleaning of the square by ALIA Spa which is a company of environmental services.
ALL YEAR LONG	Cleaning of the Piazza by ALIA Spa, Safety monitoring by Municipal Police Office of the Municipality of Florence and absence of degradation.

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Porto Vivo — SRU

Agenda 2030 — Sustainable Development Goals

Governance | Management / Stakeholder Engagement

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Porto Vivo - SRU Urban Rehabilitation Society of Baixa Portuense SA is a public company created in 2004, that was legally conformed by Decree-Law no. 104/2004, to promote the urban rehabilitation of the Downtown and Historic Centre of Porto aiming to help and motivate private investment and reduce the practices used. In 2009 the Decree-Law no. 307/2009 was enforced, which established the new urban rehabilitation regime, that is now promoted through the delimitation of Urban Rehabilitation Areas – ARU. Porto Vivo - SRU was set up because the site is classified as World Heritage and thus received power from the Municipality to promote the management of the territory: promotion for obligatory restructuring of degraded private buildings, licensing the private interventions for the buildings and expropriation of vacant and degraded buildings, helping owners and investors to rehabilitate buildings and to find support for the investment. To define this global strategy several studies were made in collaboration with Municipal Departments, colleges and public and private associations. For this global strategy merchants, owners and residents gave their contribution through public consultation, then a Masterplan was developed to identify the goals and targets in order to achieve the project; strategic and operational instruments were used to leverage the physical, economic and social transformation.

Thus to establish rapport with the community, a meeting schedule

started with owners and authorities which visited all the buildings and allowed a sustainable diagnosis of the site. To facilitate the licensing process the Special Committee for Projects Assessment was formed, which included the entities with principal responsibility such as the General Directorate of Cultural Heritage and the Regional Directorate of Culture, for the evaluation of each rehabilitation project.

Porto Vivo - SRU is responsible for the Urban Area Management of the Historic Centre of Porto, and in order to make it possible to monitor the conditions of the territory, buildings, enterprises and population, it shares some responsibilities with other public institutions. In fulfilling this mission, Porto Vivo - SRU has the role of guiding the process, designing the intervention strategy and acting as a mediator between owners and investors, between owners and tenants and, if necessary, take charge of the rehabilitation operation, with the legal means conferred upon it.

The “Porto Vivo - SRU - Sociedade de Reabilitação Urbana da Baixa Portuense S.A”, in March 2019, converted into a local company, with a municipal nature and with the new designation “Porto Vivo - SRU - Sociedade de Reabilitação Urbana do Porto, E.M., S.A.”.

With this change the position of the shareholder IHRU. I.P., was extinguished. The new Porto Vivo - SRU continues working in the Urban Rehabilitation Area of the Historic Centre of Porto World Heritage.



Goals

To promote and to conduct the rehabilitation and conversion of the degraded heritage of the territory corresponding to the Critical Area of Urban Recovery of the Municipality of Porto, in accordance with the legal regime of urban rehabilitation.



Preconditions

Establishment of Decree-Law 104/2004 to promote the urban rehabilitation of the Downtown and Historic Centre of Porto aiming to help and motivate private investment and to reduce bureaucracy. Decree-Law no. 307/2009 established the new urban rehabilitation regime, promoted through the delimitation of urban rehabilitation areas – ARU.



Financial Support

Local	<input checked="" type="checkbox"/>
Territorial	<input type="checkbox"/>
National	<input checked="" type="checkbox"/>
International	<input type="checkbox"/>

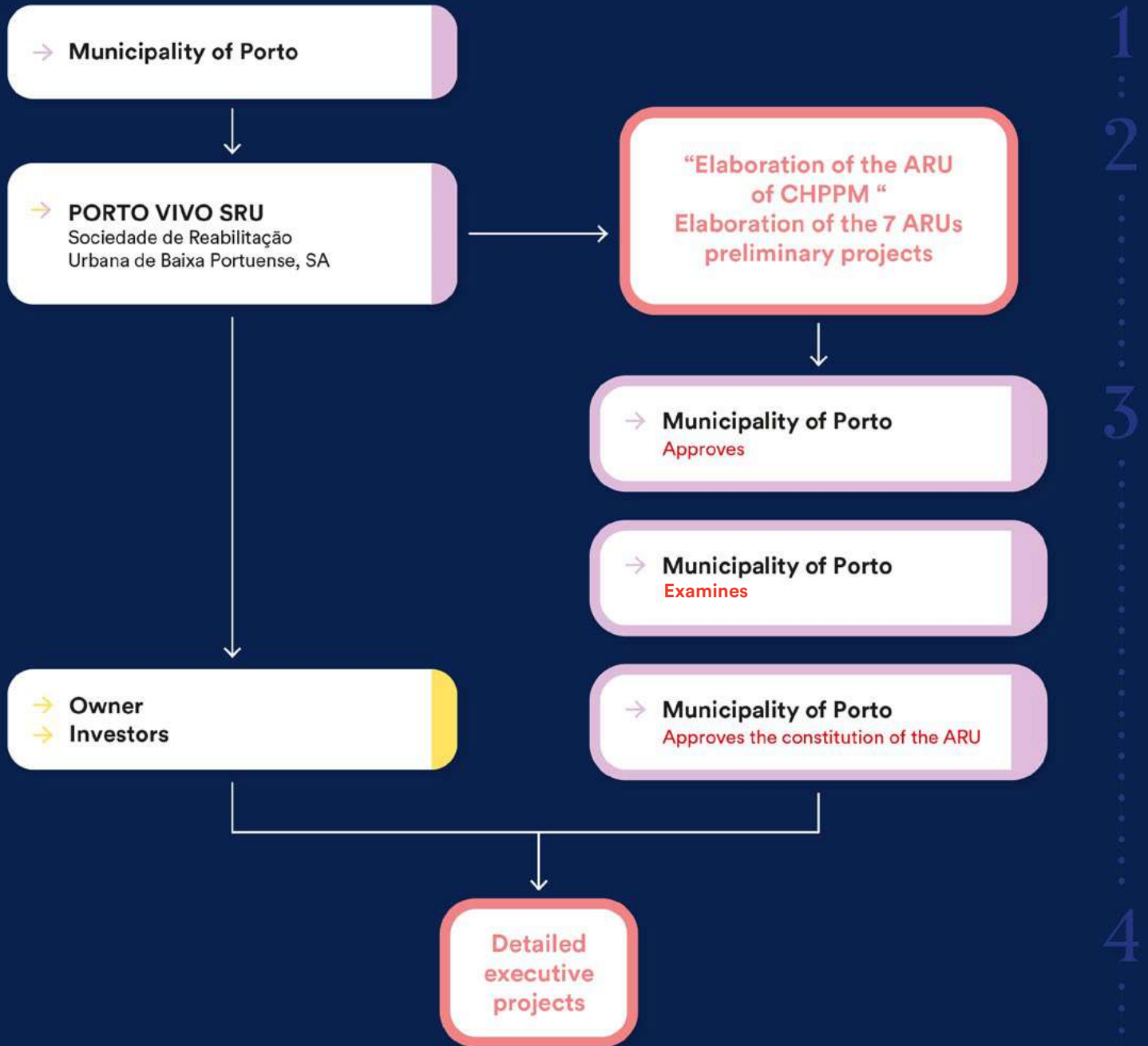


Final users

Public entities	<input checked="" type="checkbox"/>
Inhabitants	<input checked="" type="checkbox"/>
City users	<input checked="" type="checkbox"/>
Tourists	<input checked="" type="checkbox"/>

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



IMPLEMENTATION

- Execution of the strategic programme, with a time horizon of 15 years, that defines concrete objectives for the area to be delimited, goals to be achieved and deadlines for its phase implementation, both for public investments and for private investment of building rehabilitation.
- Elaboration of action strategies for the rehabilitation of the historic centre of Porto: Porto Vivo - SRU as a mediator between owners and investors, between owners and tenants and, if necessary, take over the rehabilitation operation, with the legal means at its disposal.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. The abandonment of historic buildings in the city centre and the decrease of population with negative and heavy repercussions on the local economy. 2. Urban decline, social and identity impoverishment of the historic centre. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	The establishment of Decree-Law 104/2004 to promote the urban rehabilitation of the Downtown and Historic Centre of Porto aiming to help and motivate private investment and to reduce bureaucracy. Afterwards, with Decree-Law no. 307/2009 established the new urban rehabilitation regime and promoted it through the delimitation of urban rehabilitation areas (ARU). This was subsequently amended and republished by Law no. 32/2012.			
STEP I	In 2004 - Porto Vivo - SRU - Urban Rehabilitation Society of Baixa Portuense SA, by Decree-Law no. 104/2004 and Urban Rehabilitation law (RJRU) 2005, following the formalisation of a protocol signed between the Porto Municipal Council, Porto Vivo – SRU and IHRU National Institute for Housing and Urban Renewal, was realised to promote the urban rehabilitation of the Downtown and Historic Centre of Porto aiming to help and to motivate private investment and reduce the practices used ahead of this public investment. In 2005 Urban Rehabilitation law (RJRU) was established, following the formalisation of a protocol signed between the Porto Municipal Council, Porto Vivo, SRU and with IHRU, National Institute for Housing and Urban Renewal.			
STEP II	From 2009 onwards, Porto Vivo - SRU entered into force, which established the new urban rehabilitation regime. With that, Porto Municipal Council entrusted Porto Vivo - SRU to prepare a “Preliminary Conversion Project for Z.I.P. - Priority Intervention Zone”, where the urban rehabilitation effort will be concentrated, in the ARUs - Areas of Urban Rehabilitation”. This was approved in a public meeting of the Municipality on February 22, 2011. Municipality of Porto also decided to charge Porto Vivo with the elaboration of the delimitation projects of the 7 ARUs proposals according to the phase and execution schedule established in that document, which lasted until 2014, beginning with the constitution of the Urban Rehabilitation Area of the Historic Center of Porto.			
STEP III	To conclude ARU delimitation process, will take 12 months, half of which will be consumed in the elaboration of the strategic programme and the other half in approvals, opinions, public discussion and publication in the Diário da República.			
STEP IV	The strategic programme, whose execution has a time horizon of 15 years, is an instrument that defines concrete objectives for the area to be delimited, goals to be achieved and deadlines for its phase implementation, both for public investments and for private investment of building rehabilitation.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. To promote and to conduct the rehabilitation and conversion of the degraded heritage of the territory corresponding to the Critical Area of Urban Recovery of the Municipality of Porto in accordance with the legal regime of urban rehabilitation. 2. To promote the rehabilitation of the historic centre of Porto and some zones of intervention, elaborating action strategies, and acting as a mediator between owners and investors, between owners and tenants and, if necessary, take over the rehabilitation operation with the legal means at its disposal. 3. To create Porto Vivo - SRU as an independent entity, with more flexibility than the Municipality yet more institutional than a private management society which can control the market in first person. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Number of recovered buildings. 2. Number of people reinserted into the historic city centre. 3. Number of societies involved in building renovation. 4. Percentage of fundings. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. The renewal process of the Downtown and the Historic Centre favored economic issues in terms of attracting more population to the central area of the city, also reinforcing the tourist demand and equipment and consequently, renewal of shops. 2. In 2008, 36% of the buildings were in a degraded state of conservation and in 2018 only 18% of the buildings resulted in a degraded state of conservation. 3. From 2006 until 2018, 607 work permits were allowed. New trades and enterprises started to appear and new jobs were created. 4. 32 Strategic Documents were produced, focusing on the information of all the buildings and the restructuring they needed. A strategy was defined for each block integrating them in the vision defined for historic Centre of Porto. 5. Meetings, public presentations, visits to the sites, conferences, educational activities in schools integrating children for the future of their city and other activities joining the community were set up. 6. Dissemination through social networks, public presentations, national and local news, cultural activities, flyers, brochures and newsletters were prepared. 7. Porto resulted as the best European destination (2017). 		

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Tourism and city council

Governance | Management | Stakeholder Engagement
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Agenda 2030 —
Sustainable Development Goals

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The Tourism and City Council (T&C Council) is an innovative social tool for the improvement of participation in governance. It involves all city stakeholders in the sustainable tourism management in Barcelona as an urban destination. The T&C Council is an innovative social tool to promote participatory governance by all city stakeholders. The T&C Council was set up on

November 2015. It's a stable body created to include all the city stakeholders concerned by tourism activity and its effects in order to try to harmonize tourism activity with residential life in Barcelona, affecting over tourism areas, mobility, housing, living together, urban space, environment, commerce and making the tourism activity fit better with daily life in the city.



Goals

- To integrate tourism with the tool of urban management.
- To increase the impact of the Council on: political decision makers; strategic consensus and future perspectives; social, environmental and economic sustainability.
- To integrate and connect different and complementary sectors.
- To guarantee a City's positive atmosphere.



Preconditions

- The Tourism Strategic Plan was approved in 2010, stating the need to create the T&C Council in order to formally designate a large space for all the stakeholders.
- The Government approved a measure to boost the participation process on Barcelona's tourism model, and include the constitution of the T&C Council in the framework of the Strategic Plan 2020.
- Tourism emerges as a key issue in the political, media and civic agenda.



Financial Support

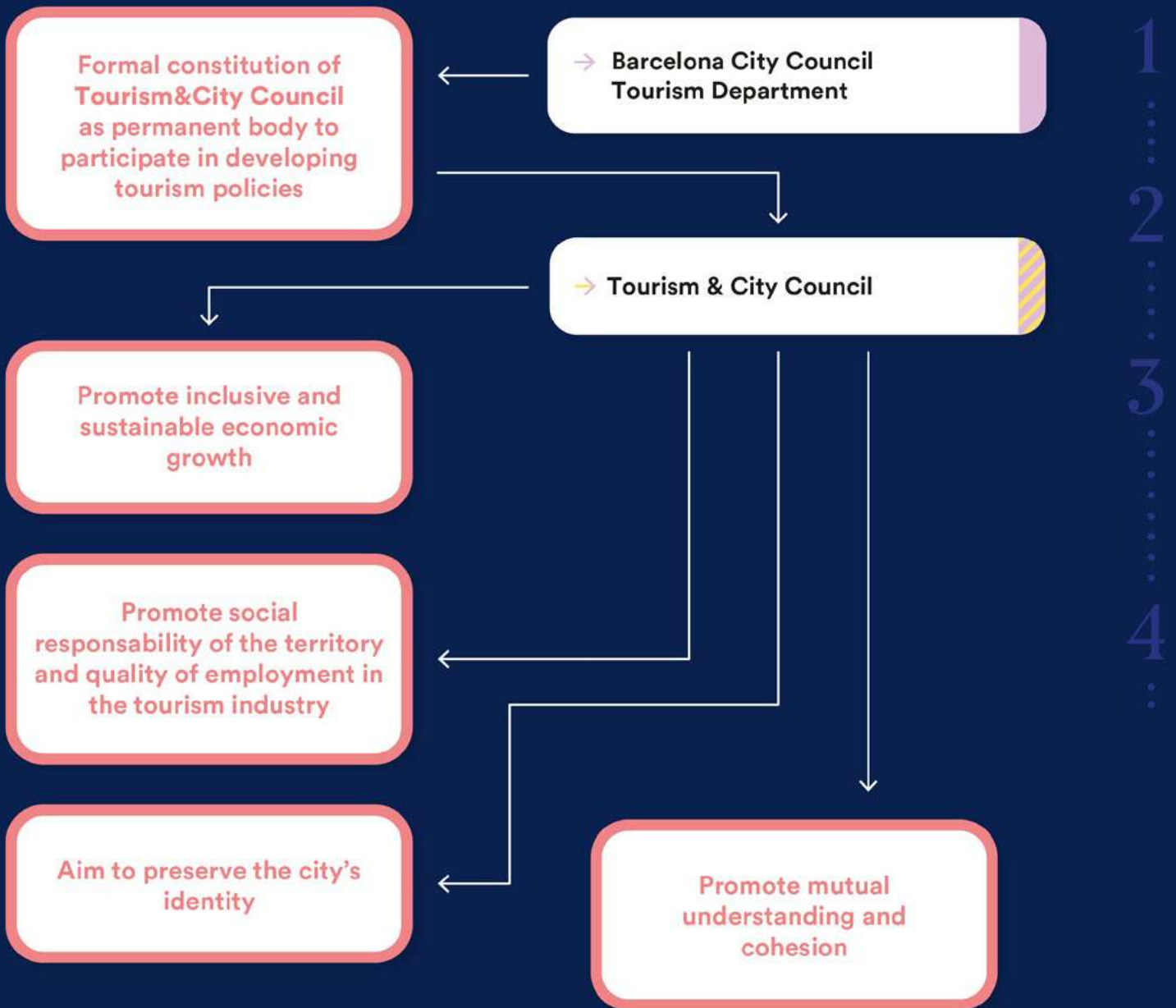
- Local
- Territorial
- National
- International



Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING



IMPLEMENTATION

- Analysis and identification of problems.
- Looking for an administrative instrument that can be functional to find a solution to the identified problems.
- Definition of sectors in which to choose to act.
- Creation and approval of a new representative group trying to involve the largest possible numbers of stakeholders (to guarantee the representation of all defined sectors and a participatory approach).
- Organisation of several meetings and Steering Committees to facilitate the communication between the various stakeholders.
- Publications of reporting documents on a web platform to disseminate and share debates, decisions.

Problem	Activity Description	Objectives	Indicators	Impact
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Governance/Innovation/ Sustainability Barcelona, capital city of Catalonia has a population of 1.6M, within city limits and 3M in Metropolitan area. Its geographical area is 102.15 km² on the Mediterranean Sea. It's the 5th most visited city in Europe, with almost 32M visitors (16M tourists and 16M day visitors). T&C Council is an innovative social tool to improve participatory governance including all city stakeholders for sustainable tourism management in Barcelona as an urban destination.

Problem	Activity Description	Objectives	Indicators	Impact
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PRECONDITIONS	The Tourism Strategic Plan was approved in 2010, stating the need to create the T&C Council in order to formally designate a large space for all the stakeholders. Tourism emerges as a key issue in the political, media and civic agenda. The Government approved a measure to boost the participation process on Barcelona's tourism model, and include the constitution of the T&C Council in the framework of the Strategic Plan 2020.
STEP I	In 2016 there was the the approval of T&C Council administrative and the election process of its representatives.
STEP II	Formal constitution of T&C as a permanent body to participate in developing tourism policies, ensuring quality of residents' lives and visitors' experience.
STEP III	In 2017, led by Barcelona City Council Tourism Department, the initiative's core is built on the various stakeholders' participation. Inclusive and sustainable economic growth: it promotes the social return of the wealth generated by the tourist economy, the connection between the tourism business sector and the territory. Economic sustainability is one of the axes on the cross-sectional analysis of all the work, including representatives from accommodation, restaurants, commerce, travel agencies, guides and other professionals from the tourism sector.
STEP IV	Social inclusiveness, employment: The T&C Council promotes social responsibility of the territory and quality of employment in the tourism industry. Social sustainability is one of the axes of cross-sectional analysis of the T&C Council. It includes representatives from Trade unions, the third social sector, youth organizations and neighbour associations.
STEP V	Resource efficiency, environmental protection and climate change: The T&C Council promotes environmental responsibility and looks after the effects of the tourist activity on the city to improve the quality of life. Environmental sustainability is one of the axes of cross-sectional analysis of its work. It includes representatives from the environmental sector: environmental NGO's, professionals' association and local policy managers.
STEP VI	Cultural values, diversity and heritage: A main reason for constituting T&C Council was to preserve the city's identity. T&C Council is aware of the feeling that the excess of tourist pressure may endanger the city's life and character and tries to balance a liveable city with a visitors-friendly city. Members include cultural and neighbour associations.
STEP VII	Mutual understanding, peace and security: The T&C Council's core aim is about together through the promotion of mutual understanding and cohesion. The T&C Council is a city project and although its members defend their particular interests and opinions, they look for consensus. Everyone is committed to the common good and the future of the city.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To understand that the governance at XXI Century has to be shared between all stakeholders. Tourism is not just a question between public and private sectors, but it's something affecting the daily life of the local community. All stakeholders have to be involved in order to improve its benefits for all and to manage its negative effects. Neighbourhood sector and other associations (Trade unions, environmental, etc.) are very familiar with the participatory dynamics whereas the private sector has traditionally little involvement with / sense of belonging to municipal participatory bodies. To generate opportunities for a collaboration. To integrate tourism with the tool of urban management. To increase the impact of the Council on: political decision makers; strategic consensus and future perspectives; social, environmental and economic sustainability. To integrate and connect different and complementary sectors. To guarantee a City's positive atmosphere. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number of plenary meetings, Steering Committees, working groups, group meetings, agreed documents, declarations, activities and percentage of attendance. Intangible KPI's are more difficult to evaluate: capacity for dialogue, shared perspectives, citizen climate, etc. Annual report presented by T&C to the Municipal Council and all its formal sessions, available on the public website. Number of institutional calls for proposals for citizen's participation. 		

Problem	Activity Description	Objectives	Indicators	Impact

The Council is assessed continuously as it is a permanent table and has multiple impacts on:

- Political decision makers
- Strategic consensus and future perspectives
- Social, environmental and economic sustainability
- Integration of different and complementary sectors
- City's positive atmosphere

All sessions, activities, agenda and documents are public and available on the website

- C&T Council reports in the form of formal meetings, according to regulation (minimum two/year), steering committees (minimum four/year) and regular meetings between the President, Vice-presidents and Secretary.
- Individual meetings with C&T Council members, working groups' reports shared with all members, public minutes of meetings.

From the public sector, Barcelona City Council funds the C&T Council with about 200,000€/year, through its current budget. Concepts include:

- Salary of 2 people working 80% of the workday
- External support
- Website
- Studies, publication and communication
- Public Activities
- International actions
- Logistical and material expenses

The local participatory regulation guarantees the economic stability as a permanent body. However, from the private sector, NGO's and experts add value offering their expertise, time, energy, knowledge, etc. on a voluntary basis.

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Negotiated urbanism

Governance | Management | Stakeholder Engagement

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Agenda 2030 — Sustainable Development Goals



Through the implementation of innovative tools and the practice of a negotiated urban planning placing the project at the heart of the process, Bordeaux Métropole and the City of Bordeaux were able to conduct an ambitious urban renewal operation without systematic land control. It is indeed about creating a district of life mixing habitat, services, economic activities and of leisures on 160 hectares. They did so by designing a comprehensive urban project based on the genius loci, the assistance of all potential stakeholders (negotiated planning) and the invention of operational tools for the sustainable involvement of these actors in the project.

Between the districts of Bacalan and Chartrons, the district of Bassin à flot was renewed: new inhabitants, new companies, new equipment and was inaugurated at the end of March 2013 of the Jacques Chaban-Delmas bridge, that also connects the area to the district of Bastide-Brazza by the redeveloped rue Lucien Faure. Many transformation projects of the district follow a guide plan drawn by the architect-town planner Nicolas Michelin from the ANMA Studio. This guide plan embodies the urban project of the Bassins à flot adopted in 2010 by the Urban Community of Bordeaux, the City of Bordeaux and Bordeaux Port Atlantique.

The establishment of a guide plan gives coherence to the overall urban project, it assures investors the quality of the future environment, and the workshops make it possible to treat all the questions in one instance under the direction of the planner who can adapt the guide plan to the realities of the operational implementation. The guide plan took into account the qualities and resources of the existing buildings, open spaces and usage of space devoted to the community. These material and immaterial elements guarantee the singularity of the project, and will be kept in other future projects. The study conducted by the chief planner team who defined a urban layout with all the programmatic guidelines also conducted the negotiated urban planning, each month to evaluate the progress and decided on the evolution of the project, bringing together elected members, administrations and project leaders. In each district under urban transformation, an urban study was conducted by an urban planner who defined an urban layout with all the programmatic guidelines. The planning process was based on organized workshops called the Bassin Atelier, which is a body of dialogue between work supervisors, project managers and inhabitants, and it was intended to ensure the respect of the qualities and specificities of the site and their taking into account by the operators. There was even a Special Commitment and Partnership Agreement for Innovation and Quality in the Bassins à flot created and which has been the bearer of

innovative planning procedures.

A high-quality organization of the group formed by elected officials, urbanists, public administration and inhabitants was the crucial condition to guarantee a sustainable project based on a shared history. Everyone could give their opinion on the basis of reliable information. This implies having previously separated what is only information from what must be discussed and debated, and then from what is the responsibility of elected officials in terms of decision. This also presupposes a very wide circulation of the outcomes printed as booklets.

The negotiated urban planning approach is a planning and development practice that adheres to the principles of the Historic Urban Landscapes Recommendation: it takes into account the expression of the population and recognizes the heritage value of the sites as their dynamics. It is based on the idea of not choosing between preservation and development but putting development at the service of preservation and vice versa.

The large-scale urban project currently underway on this space has been designed to respect the site's Outstanding Universal Value. In particular, the project bases the urban quality of its operations on the preservation of the industrial heritage specific to the territory; moreover, it takes into account the "engineering of the place" of the Bassins à flot sector.



Goals

1. To convert site into a renewed mixed district with residential, functional and social spaces.
2. To retrain the Bassins à flot fringe with the "Bordeaux 2030" strategy, integrating the area into the centrality sector of Bordeaux.
3. To enhance the wet docks area with regard of its specific heritage, culture and identity.



Preconditions

Since 1995 the definition of a global urban project with a metropolitan transport scheme providing the implementation of an efficient public tramway line and a the realisation of urban bridge on the Garonne.



Financial Support

- Local
- Territorial
- National
- International

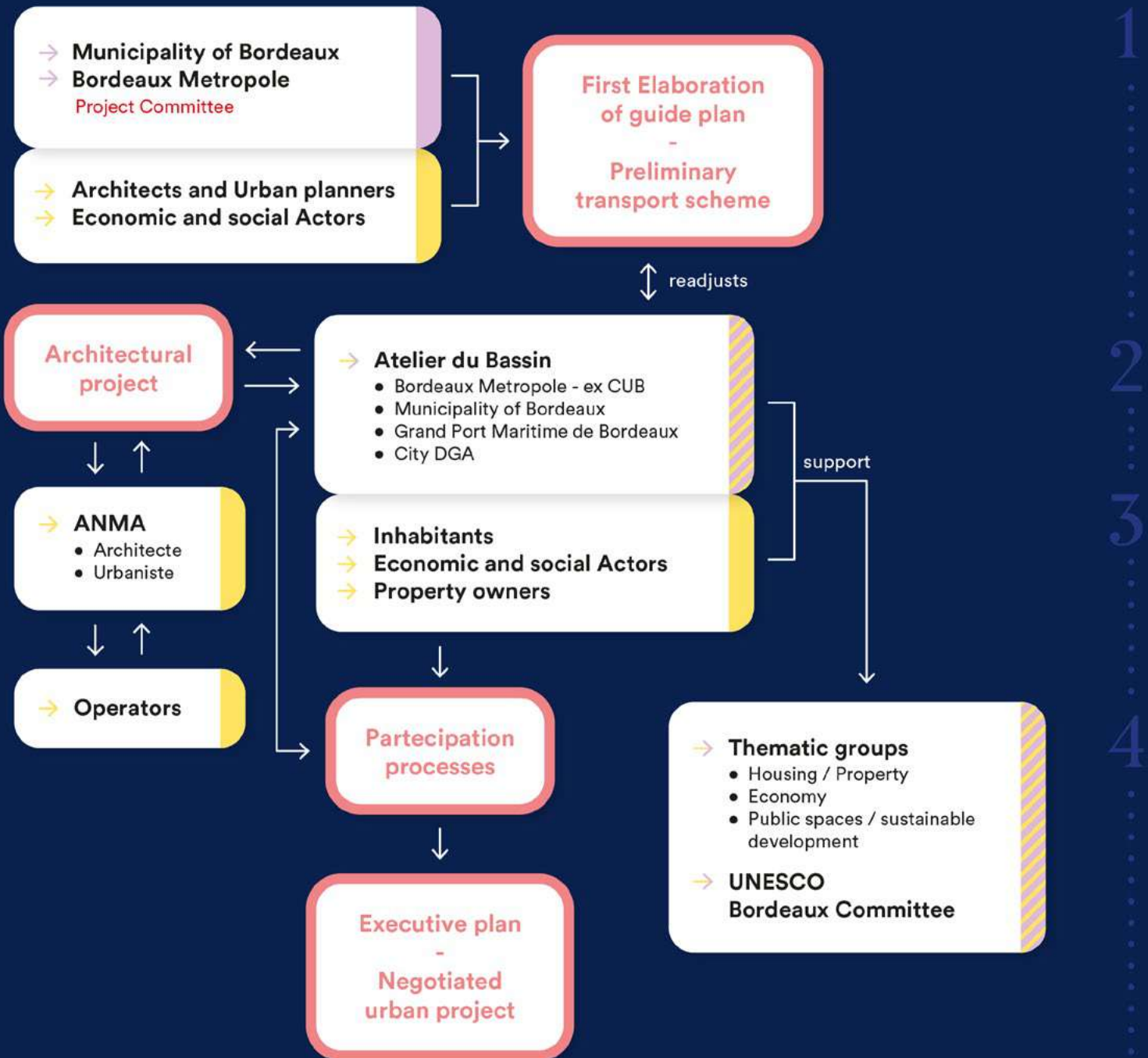


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

- Public Stakeholders
- Private Stakeholders
- Public and Private Stakeholders
- Actions



IMPLEMENTATION

- Mixed construction programme: housing, activities and services. New Layout for public spaces.
- Route planning and creation of mobility infrastructures for the sector: bridge, tramway, buses, bike paths.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Broad port site in decline included in the perimeter of the World Heritage property with a great potential: 162 hectares bordering the old center already served by a tram line. The watershed site has been left to itself in recent decades to the point where it wasn't claimed by any nearby district. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS				Since 1995 the definition of a global urban project with a metropolitan transport scheme providing the implementation of an efficient public tramway line and the realisation of an urban bridge on the Garonne. To make the area more accessible to the community, the new tramway station "Bassins à Flot" was established.
STEP I				From 2008 to 2009 the fundamental guidelines for the preliminary project for the development of Bassins à flot sector were defined, and the first consultations and participatory workshops with the Bassin Atelier began.
STEP II				In 2009 with the launch of the project, the project management team responsible for drawing up the guide plan was selected: ANMA Agency (Agence Nicolas Michelin & Associés), which began the project consulting and defined the executive plan. 2010 - Adoption of the Overall Planning Programme - Programme d'Aménagement d'Ensemble (PAE) and its community council guide plan for 15 years, and concertation to draw up terms for the layout of the port area.
STEP III				In 2011 the first permits to develop and build the lots were given. The construction of the buildings was provided directly by the private operators, and regarding the public part of the project (equipment), it was financed through a specific budget (PAE) constituted by the taxes paid by the private operators for 124.2 million. The project included equipment, services and the Cultural and Tourist Center for Wine (CCTV), financed by city of Bordeaux and in part from Aquitania Region and private stakeholders. In 2014 more than 2,000 housing projects were established, and a partnership with Les Vivres de l'Art, a group of artists from the district, also helped to ponder and discuss the urban evolution through creations and works. In 2015, 2,000 housing units were delivered and the first influxes of inhabitants arrived. In 2016, other 2,500 houses were delivered and the Wine City was founded, a year later, in 2017, 3,500 housing units were added.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To convert the port and industrial site in decline into a renewed mixed district with residential, functional and social spaces. To retrain the Bassins à flot fringe with the "Bordeaux 2030" strategy, integrating the area into the central sector of Bordeaux. To enhance the wet docks area with regard of its specific heritage, culture and identity. 		

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Grade of attractiveness and accessibility.
2. Quality of material and immaterial elements.
3. Number of new lodgings.
4. Number of new activities and other services.
5. Durability of the project.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. The area of the overall project is about 162 hectares including 13 hectares of water.
2. A Public investment under the PAE (2010-2025) of 124 million euros.
3. From now to 2025 more than 700.000 m2 of surface must be built: 5.400 housing units and 6.000 jobs, a dozen public facilities nearby (nurseries, schools, halls, rooms dedicated to seniors or young people, gyms and spaces for outdoor games).
4. More than 4.000 housing units have been granted with a building permit, with 100.000 m2 of shops and services.
5. The recruitment of several actors and inhabitants in the consultation workshops is a positive answer to the proposal for a cooperative definition of the project.

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Reorganisation of urban transportation

Agenda 2030 — Sustainable Development Goals

Governance | Management | Stakeholder Engagement

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In order to mitigate the congestion caused by increased traffic without compromising the value of the historic site, the city of Strasbourg wanted to create a strong line of underground public transportation (metro). Aware of the high cost of the project, local authorities at last decided to think about the problem differently. In fact, the administration opted for a tramway placed over existing roads, whereby the public spaces had to be redistributed, providing the area of “soft” solutions. Thus, a tramway was created and though it initially seemed forced on private properties, it later proved to be a real opportunity for sustainable development of the site. The studies for the new tramway and for the development of the Urban Travel Plan started jointly in 1989, thus facilitating the integration of transportation policies into the entire planning system.

The completion of the two projects in various phases has also helped to integrate the growing needs for sustainable development and to set up a participation policy well in advance. Strasbourg referred to the experimentation of innovative mobility. The introduction of a street code and the creation of meeting areas, proved the desire to rebalance the sharing of public spaces offered for the well-being of the city. Strasbourg supported the use of clean vehicles and in particular electric mobility. A large conurbation required an excellent and accessible transportation system. The Urban Community of Strasbourg developed its current system through multimodality, a strategy which encouraged multimodal travel using public transport, bicycles and alternative ways of moving, such as car sharing, while reducing the use of private cars.



Goals

- To reorganize urban displacements around a tramway, prioritising pedestrians and soft modes of transportation.
- To reduce travel by car in the city centre by promoting travel by soft modalities.
- To improve downtown accessibility and links between outlying neighborhoods, strengthening the public transport network.



Preconditions

- In 1989 the Urban Community of Strasbourg decided to build a new tramway system, the construction started in early 1990, and was managed by CTS, the Strasbourg transport company.



Financial Support

- Local
- Territorial
- National
- International

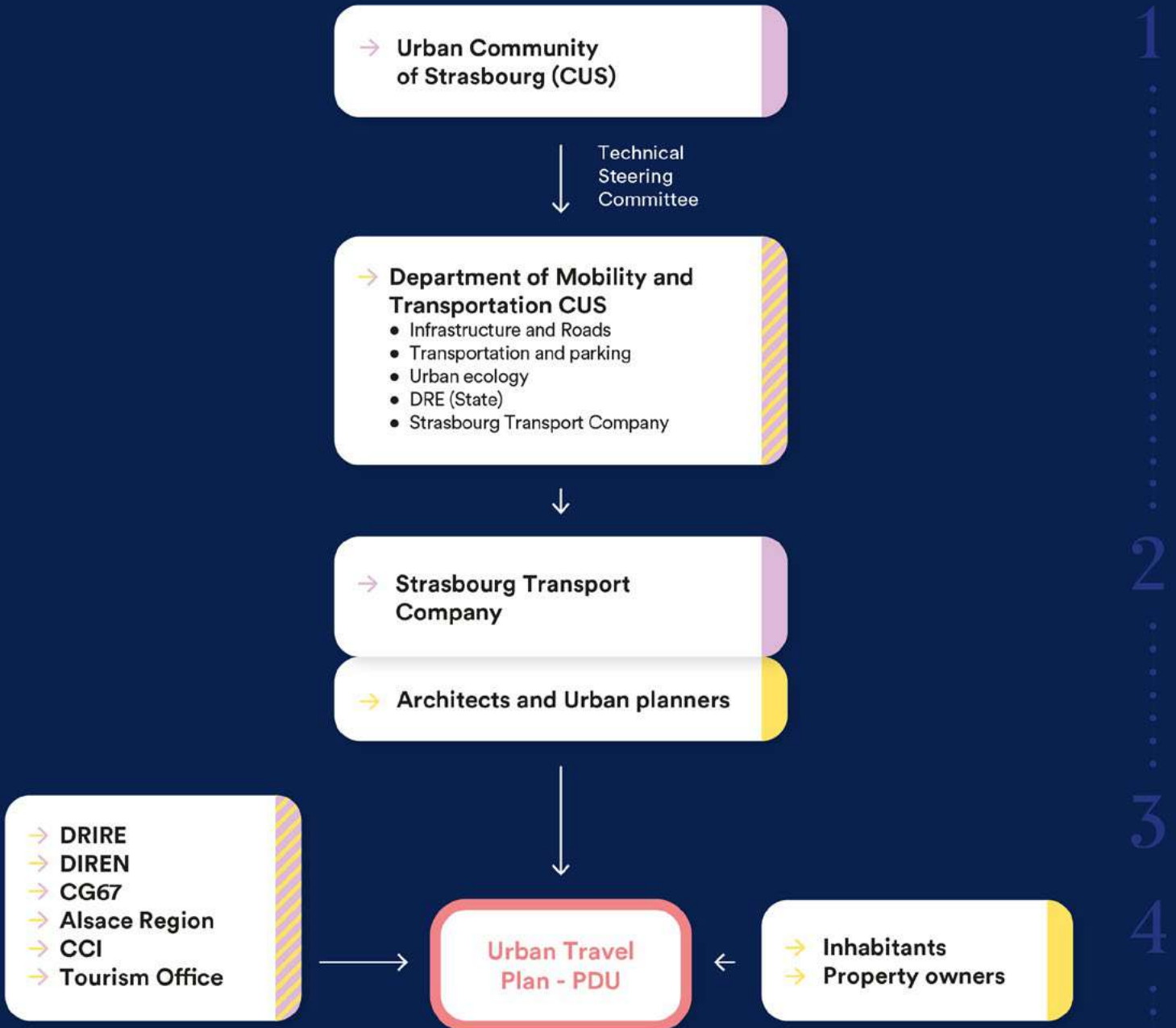


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

- Public Stakeholders
- Private Stakeholders
- Public and Private Stakeholders
- Actions



IMPLEMENTATION

- Accessibility: Creation of the tram network for a sustainable urban transportation.
- Reorganisation of the mobility traffic system and sharing of the new public spaces.
- Creation of new parking lots, limitation of car parkings in the city centre, new pricing policy and parking for bicycles.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Degradation of quality of life: decrease of the economic attractiveness and increase of atmospheric and noise pollution. Heavy traffic and parked cars over public spaces which paralysed the areas in the heart of the city (heritage site). 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	In 1989 the Urban Community of Strasbourg decided to build a new tramway system, the construction started in early 1990s, and was managed by CTS, the Strasbourg transport company.			
STEP I	<p>On 26 November 1994, the first tramway line (line A) from Hautepierre Maillon to Baggersee, 9.8 km long, was inaugurated.</p> <p>In November 1997, the first bus service running on natural gas went into service.</p> <p>In 1998, a new route line A was created, it was an extension of about 2.8 km to Illkirch Lixenbuh, and line D from Étoile Polygone to Rotonde.</p>			
STEP II	In 2000, the second line was inaugurated, and the Urban Travel Plan - PDU was approved. Inauguration on 1 September 2000 of Tram lines B and C, 12.6 km long.			
STEP III	<p>In 2004 the Badgéo ticketing system within the urban network was introduced.</p> <p>From 2007 until 2008: the tram extensions to Neudorf and Neuhof (lines C and D) entered into service, the creation of a new line E between Baggersee and the Wacken via the Esplanade and extended to the Robertsau; line B was extended to Ostwald Hôtel de Ville and to Lingolsheim Tiergaertel.</p>			
STEP IV	<p>2009-2010</p> <ul style="list-style-type: none"> Establishment of a Concertation Assembly, a street code and reorganisation of the tramway network. Extension of the Plan for Safeguarding and Enhancement (PSMV). Establishment of a heritage component in the Local Urban Plan (PLU). Development and calibration of a multimodal traffic simulation model. <p>In 2010, line F entered into service (Elsau-Place d'Islande). Line C connected directly the central railway station (Neuhof R. Rodolphe Reuss-Neudorf - Esplanade-Homme de Fer-Gare centrale).</p>			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To re-think mobility in the heart of the city in order to induce new and sustainable behaviors. To reorganize urban displacements around a tramway, prioritising pedestrians and soft modes of transportation. To reduce travel by car in the city centre by promoting travel by soft modalities. To pedestrianise the city centre and to restructure public spaces. To improve downtown accessibility and links between outlying neighborhoods, strengthening the public transport network. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Number of decreased cars in the centre. 2. Number of people using daily public transportation. 3. Percentage of reduced CO2 emissions. 4. Surface of public spaces refurbished. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. The process effects go beyond the unique framework of the municipal territory since the Urban Travel Plan has been implemented throughout the territory of the Urban Community of Strasbourg. 2. Today, the tramway is experiencing a successful attendance, the number of cars entering daily the city centre has significantly decreased, pedestrians and cyclists have reclaimed the public space. 3. In terms of environment, the project has reduced pollution and maintained the population in the historic centre. 4. The realisation of the project has improved the accessibility of the city centre, strengthened the periphery-centre links, and revitalised and modernised the downtown business. 5. The total kilometric supply of the public transport network increased by 86% between 1992 and 2008. This change is essentially due to the tramway, which now represents 31.5% of the kilometers covered on the CTS network. 6. The development of an efficient tramway network and the restructuring of the associated bus network have been accompanied by a strong growth in the use of the urban public transport network over the past 15 years. Attendance has increased by 118% between 1992 and 2008. 		

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The application of the recommendation on Historic Urban Landscape (HUL)

Agenda 2030 —
Sustainable Development Goals

Governance | Management

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The nomination of the World Cultural Heritage Site highlights the relationship between the Historic Centre of Cuenca and the city's intangible and social components. The UNESCO HUL (Historical Urban Landscape) approach delivered new methods for local conservation and intervention, taking into account the city's listing as a World Heritage property. A conventional proposal was developed to create the foundation for future culture-based development. It took into account the influence of fast urban development, social economic changes (gentrification), and the impacts these have on Cuenca's cultural heritage after its inscription on the World Heritage List. Cuenca (Ecuador) is a pilot city for the implementation of the Recommendation on the Historic Urban Landscape (the only one in Latin America). A Memorandum of Understanding (MoU) was signed between the World Heritage Institute of Training and Research for the Asia and Pacific Region (WHITRAP), Cuenca Municipality, and Universidad de Cuenca in 2015.

The project was established from two key situations:

1. The development of the research “Historic Urban Landscape” (HUL), launched by the research project “ World Heritage City Preservation Management (vlirCPM)” from the Universidad de Cuenca in Ecuador and the VLIR-IUC Flemish Universities (Vlaamse Interuniversitaire Raad) in Belgium.
2. The development of a HUL research project titled “Reassessment of the cultural and natural heritage of the city of Cuenca, based on the sustainable development strategies backed by the Historic Urban Landscape approach” (PUH_C for its acronym in Spanish), supported by the Research Department of University of Cuenca (DIUC – Dirección de Investigación de la Universidad de Cuenca), in collaboration with Research Center of the Faculty of Architecture and Urbanism of University of Cuenca (CINA – Centro de Investigación de la Facultad de Arquitectura y Urbanismo de la Universidad de Cuenca), with the “ World Heritage City Preservation Management (vlirCPM)” and with WHITRAP (World Heritage Institute of Training and Research for the Asia and the Pacific Region under the auspices of UNESCO) and co-coordinated by PhD Julia Rey Pérez and Sebastián Astudillo.

The objective was to implement the “Recommendation on the Historic Urban Landscape”, considered as an innovative modality of heritage conservation. The principle three characteristics of the research are: the new integral and holistic heritage view, the interdisciplinary work and the citizen as a major protagonist.



Goals

1. Evaluate the state of conservation of the city.
2. Outline cultural heritage values beyond those identified.
3. in the nomination file of Cuenca as World Heritage Site (WHS);
4. Identify the urban, architectural, touristic, landscape, economic, social and spatial impacts on the cultural heritage values; involve stakeholders, academics and experts but especially citizens, for a collective value assessment.
5. Draft a series of recommendations for the urban development of the city.



Preconditions

1. Inclusion of the historic centre of Cuenca in the World Heritage List in 1999 on the basis of criteria II, IV and V.
2. Netherlands Funds-in-Trust at the World Heritage Centre for 2017.



Financial Support

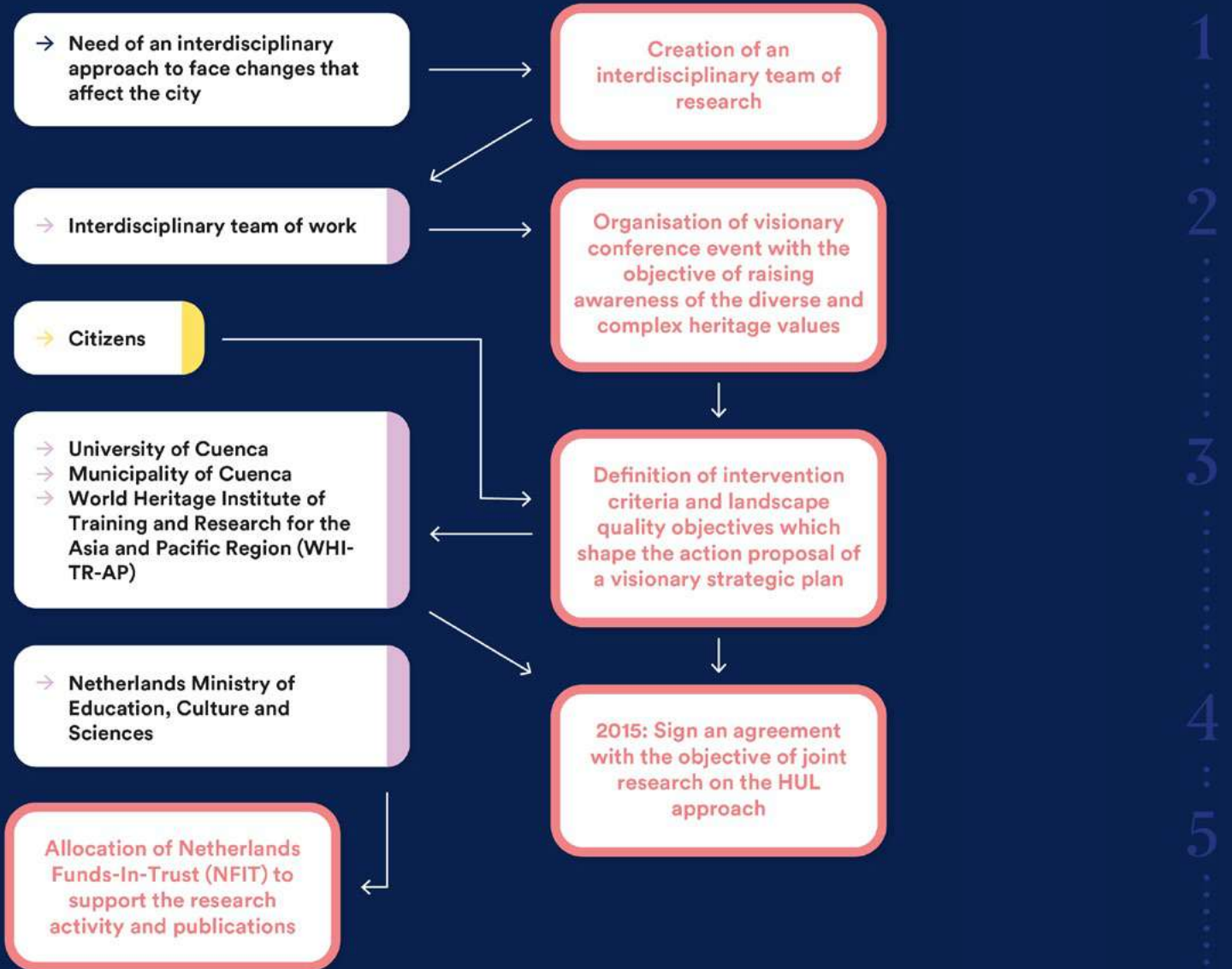
- Local
- Territorial
- National
- International



Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING



IMPLEMENTATION

- Create an interdisciplinary research team involving experts in different fields. Each field is essential to guarantee a correct analysis of the context.
- City analysis from the local community and multiple disciplines such as geomorphology, environment, urban planning, historic cartography, architecture, archaeology, anthropology, and economy.
- In reference to the Historic Urban Landscape approach, address the policy, governance and management concerns involving a variety of stakeholders, including local, national, regional, international, public and private actors in the urban development process.
- Application of a range of traditional and innovative tools adapted to local contexts following the approach based on the historic urban landscape, such as:
 1. Civic engagement tools: participatory citizen workshops; cultural mapping from different disciplines.
 2. Knowledge and planning tools: detailed and contextual studies; conferences; fact sheets; federated data; recommendations; and database.
 3. Regulatory systems: degrees of protection; Manual of Good Practices.
 4. Financial tools: funding.
- Communicate the project in an effective way, diversifying the target audience.
- Collect quantitative and qualitative data in easy access tools.
- Define intervention criteria and landscape quality objectives.
- Creation of a Visionary Strategic Plan.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Socioeconomic changes (gentrification). 2. Difficulty in the conservation and maintenance of heritage buildings. 3. Strengthening of tourism in Cuenca has caused a diversification of the population, not only among visitors to the city, but also among citizens. 4. The arrival of foreign retirees has improved the economy, but it has also increased the price of housing, rent, medical care and restaurants, generating the displacement of the local population and impacting their identity. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Inclusion of the Historic Centre of Cuenca in the World Heritage List in 1999 on the basis of criteria II, IV and V; Netherlands Funds-in-Trust at the World Heritage Centre for 2017.			
STEP I	Due to the complexity of heritage understanding in the urban area, it has been considered necessary to build an interdisciplinary research team, including experts in environment, economy, anthropology, archaeology, geology, architecture and sociology.			
STEP II	Studies focused on knowing specific aspects of the city and its context. Sixteen citizen workshops were organised and were really important to identify heritage values for researchers (Available Here). One Visionary Conference event developed in May 2015 (Available Here) had represented a helpful exchange about HUL experiences between the cities of Edinburgh, Zanzibar, Ballarat and Cuenca.			
STEP III	Identification of landscape units based on the information acquired by cultural mapping. The objective was to study the characteristics that define each subzone which allowed the research team to establish degrees of protection and to manage activities.			
STEP IV	Elaboration of a landscape unit fact sheet and assessment. All the information gathered were put in a model sheet where cultural values, heritage resources, recommendations and necessities of each landscape unit are identified.			
STEP V	Definition of intervention criteria and landscape quality objectives which shape the Action Proposal of a Visionary Strategic Plan, not only for the city centre but for the entire city.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. To evaluate the state of conservation of the city. 2. To outline cultural heritage values beyond those identified in the nomination file of Cuenca as World Heritage Site (WHS). 3. To identify the urban, architectural, touristic, landscape, economic, social and spatial impacts on the cultural heritage values. 4. To involve stakeholders, academics and experts but especially citizens, for a collective value assessment. 5. To draft a series of recommendations for the urban development of the city. 		

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Number of Agreement signed between institutional and academic entities with the aim to develop an integrated Management Plan.
2. Number of papers, publications and international conferences achieved.
3. Number of database, tools created to make the analysis of the context and the proposal of interventions easier, under different and interdisciplinary points of view.
4. Number of sustainable management recommendation drafted.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Agreement signed in 2015 between the Municipality of Cuenca, the University and WHITRAP (World Heritage Institute of Training and Research for the Asia and Pacific Region). The main objective of this agreement is joint research about the HUL approach in Cuenca. Thanks to this agreement it was possible to develop the Visionary Conference event with the objective of raising awareness about the diverse and complex heritage values of Cuenca.
2. The application of the HUL concept has allowed the identification of a series of strategies for the urban development where the different stakeholder's points of view were gathered.
3. Values and attributes that have, up until now, have been overlooked in the actual heritage management system have been revealed.
4. A Geographic Information System database has been created with all the information related to Cuenca with the possibility of making it available for the community in the future.
5. The first Latin-American pilot city for a programme has been developed by the World Heritage Institute of Training and Research for the Asia and the Pacific Region.
6. The application of the Recommendation on the Historic Urban Landscape (HUL) as a tool for sustainable development" has been developed.
7. Papers, participation in international conferences and the publication of part of the project have been achieved thanks to Netherlands Funds-in-Trust at the World Heritage Centre for 2017.

Between them:

 - 7.1 The postgraduate thesis of the Architect María Eugenia Siguencia Avila entitled "Historic Urban Landscape units for the Historic City Centre of Cuenca and its Buffer Zones".
 - 7.2 The research project of the Prometheus scholarship by PhD Julia Rey Pérez, entitled "Reassessment of the Cultural and Natural Heritage of the city of Cuenca from the strategies of sustainable development supported in the figure of the Historic Urban Landscape (PUH_C)".

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LAW no. 77/2006

Special measures for protection and enjoyment of the Italian sites of cultural, landscape and environmental interest inscribed in the World Heritage List and placed under the protection of UNESCO

Governance | Regulation | Economic Measures

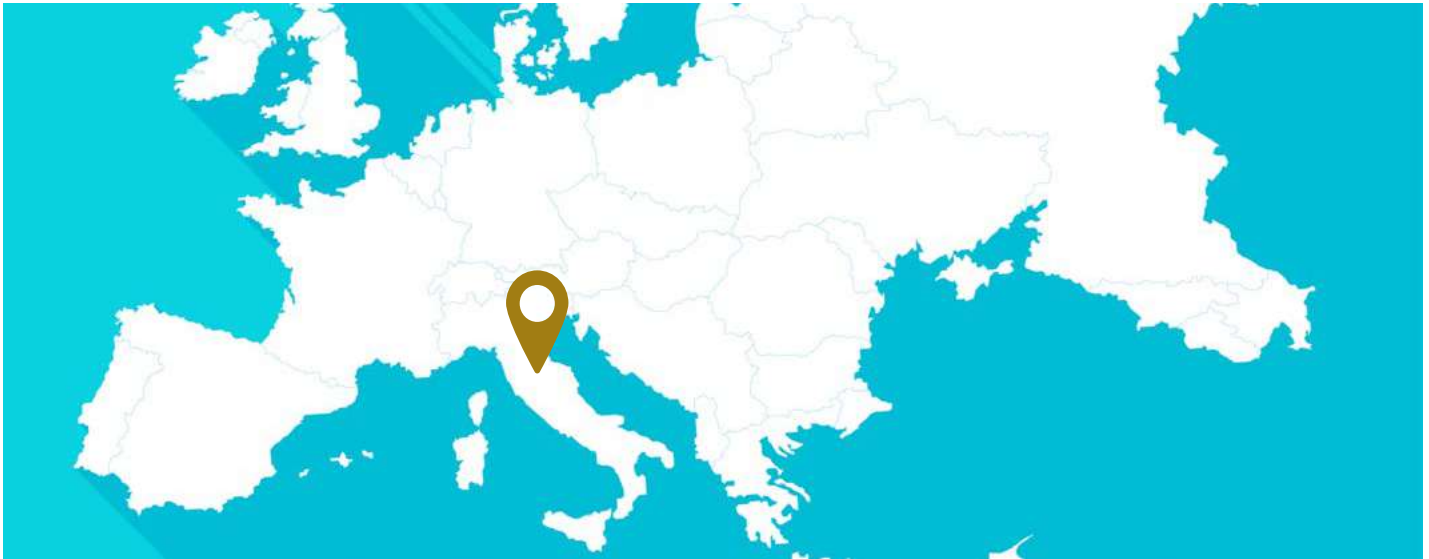
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Through the law no.77/2006 the Italian legal system recognises the adoption of the Management Plan by sites inscribed in the UNESCO World Heritage List and provides special measures for their conservation and valorisation (Italian Parliament, 2006). The law reaffirms that the sites and the elements registered in the lists provided by the two UNESCO Conventions (1972 UNESCO Convention on the Protection of World Cultural and Natural Heritage and 2003 UNESCO Convention for safeguarding intangible cultural heritage), are points of excellence for the Italian cultural, landscape and natural heritage and their uniqueness, as well as fundamental elements that represent the Country at an international level. The law has formally recognised the Management and Safeguard Plans

required by UNESCO as tools to ensure the conservation of the sites and elements respectively and to create the conditions for their utilisation (Article 3).

It also provides for financial interventions to support the activities of communication and use of the sites and the elements themselves (Article 4). The interventions and the amount allocated to them is established by a decree of the Ministry of Cultural Heritage and Activities and Tourism, in agreement with the Ministry of the Environment and the Protection of the Territory and the Sea, the Ministry of Agricultural Food Policy and Forestry and with the permanent conference for relations between the State, the regions and the autonomous provinces.



Goals

Promote management, enhancement, communication, dissemination and use of the heritage of the Italian UNESCO sites and their knowledge.



Preconditions

1. Italy is one of the member states of the "Convention on the Protection of World Cultural and Natural Heritage". It has the largest number of sites registered on the World Heritage List.
2. To answer to the UNESCO requirement about the Management Plan, the Ministry for Cultural Heritage and Activities created the Law no. 77/2006.
3. The elements (intangible heritage) of the "2003 UNESCO Convention" were added as possible candidates to the Law no.77/2006 funds.



Financial Support

- Local
- Territorial
- National
- International

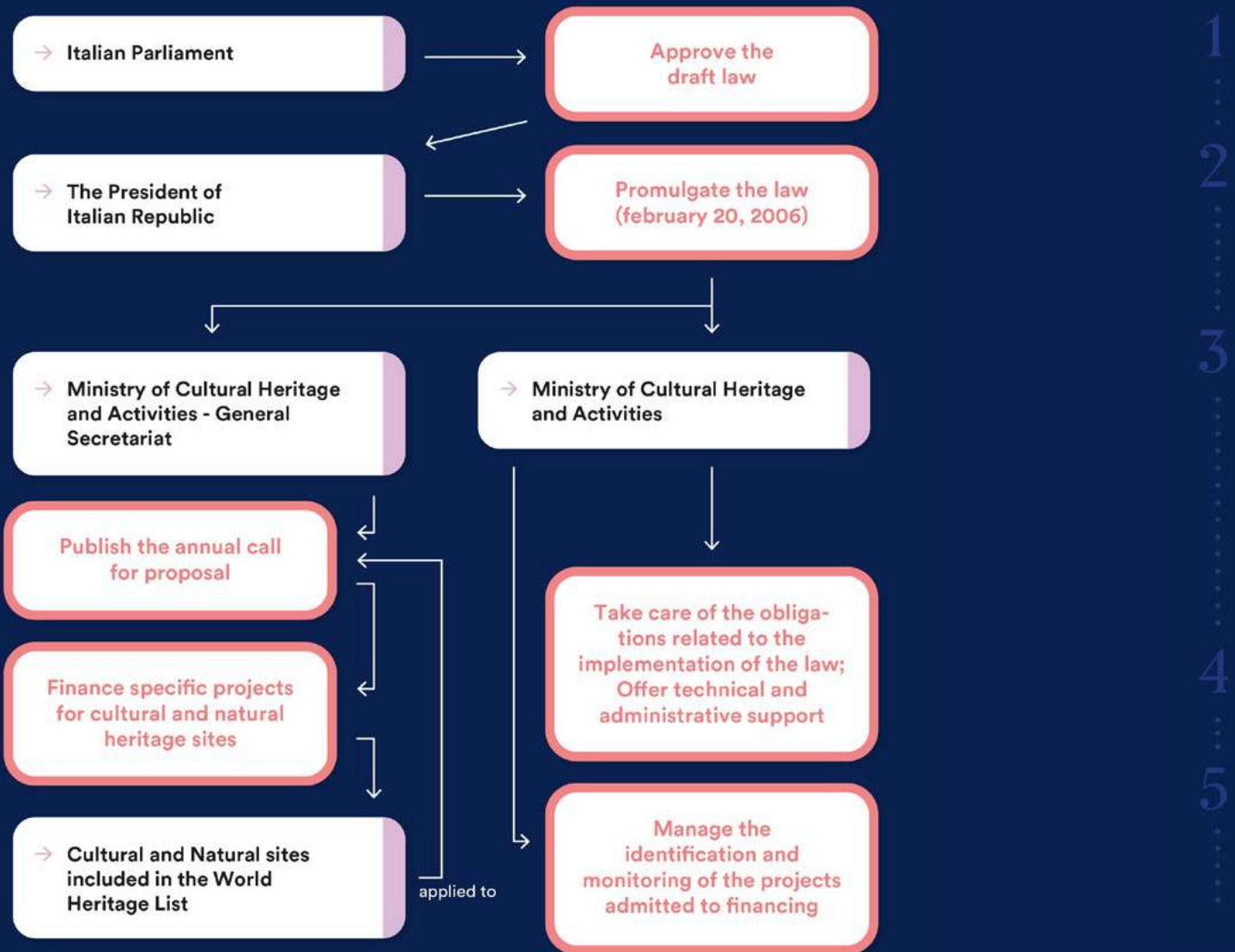


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



IMPLEMENTATION

The Law no. 77/2006 promotes calls for projects, which intervene in the following fields:

1. study of specific cultural, artistic, historical and environmental problems, scientific and technical data relating to Italian UNESCO sites and elements, including their processing management plans;
2. preparation of cultural assistance and hospitality services for the public, as well as business services, waste collection, control and security;
3. creation of parking areas and mobility systems (in the sites and in the adjacent areas) provided that they are functional;
4. promotion, protection and enhancement of UNESCO sites and Italian elements, dissemination of their knowledge and their redevelopment; within educational institutions. Valorisation is also implemented through support for educational trips and cultural activities for schools;
- 4.1 enhancement and dissemination of the winemaking heritage, characteristic of the site. Promotion of the overall traditional enogastronomic and agro-forestry-pastoral heritage.

The financial contribution granted by the Ministry cannot exceed 90% of the total amount of the presented project. Each admitted intervention project can benefit from a maximum funding of:

1. € 100,000.00 in the case of a single UNESCO site;
2. € 250,000.00 in the case of a serial site or cultural landscape;
3. € 80,000.00 for each of the UNESCO sites involved in a single project, up to a maximum 25% of the total amount of funds allocated to the sites for the reference chapter required by Law 77/2006. A quota, equal to at least 10% of the total amount of the intervention, constitutes the compulsory co-financing.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Difficulty in managing World Heritage sites. 2. Limited networking between subjects involved in site management activities. 3. Absence of strategic planning of activities for the protection, conservation and enhancement of the sites. 4. Limited administrative support from institutions in site management and monitoring. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Italy is one of the member states of the “Convention on the Protection of World Cultural and Natural Heritage” and is the country with the largest number of sites registered on the World Heritage List. What matters is that World Heritage sites have an adequate system of protection and management in place. Therefore, to respond to the UNESCO requirement that all World Heritage sites have to develop a Management Plan, the Ministry for Cultural Heritage and Activities decreed the Law no.77/2006. In a second moment, the elements of the “2003 UNESCO Convention for safeguarding intangible cultural heritage” were added as possible candidates to the Law no.77/2006 funds.			
STEP I	February 20, 2006 - enactment of the law “Special measures for protection and enjoyment of the Italian sites of cultural, landscape and environmental interest inscribed in the World Heritage List and placed under the protection of UNESCO”.			
STEP II	Circular of the Director General for the Enhancement of the Cultural Heritage of the Ministry (March 8, 2012): identifies the subjects responsible for the management, the beneficiaries and the referents of the sites, who are responsible for presenting the applications for funding and for reporting on the implementation of the approved projects.			
STEP III	Circular of the General Secretary no. 21 (May 18, 2016) which identifies the subjects to whom the support measures are addressed. The management of Italian UNESCO sites is carried out by different subjects who, within the framework of specific institutional competences, are responsible for the activities of protection, conservation and enhancement or who are reference subjects for actions related to knowledge, awareness, economic promotion.			
STEP IV	MIBAC, (General Secretariat - Service I) takes care of the obligations related to the implementation of the law and offers technical and administrative support.			
STEP V	Experimentation of governance models, including participatory ones, involving cities of art, archaeological areas and cultural landscapes.			
STEP VI	Law no. 44 of 8 March 2017: extended the scope of this rule to the elements of intangible heritage referred to in the UNESCO Convention for the safeguarding of intangible cultural heritage which took place in Paris on 17 October 2003. In its original formulation, and up to these last modifications, the measures of the law were addressed exclusively to the sites registered in the list foreseen by the Convention on the protection of the cultural and natural World Heritage of 1972.			
STEP VII	Circular 17/2018 implements the law in relation to intangible cultural heritage.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To promote strategic planning in the activities for the protection, conservation and enhancement of the sites and elements. To support the management of culture. To study the specific cultural, artistic, historic, environmental, scientific and technical problems at UNESCO Italian sites and elements. To prepare cultural assistance and hospitality services for the public, as well as cleaning, waste collection, control and security services. To create areas and mobility systems functional to the same sites and elements. To requalify and enhance Italian sites registered on the UNESCO World Heritage List and spread their knowledge. To guarantee operations on project evaluation, monitoring, training activities and support for capacity building. To strengthen relationships between the subjects involved in the management of the sites and elements. To start activities for the establishment of the observation of Italian sites of the UNESCO World Heritage sites. To show how valuable the recognition as a World Heritage site can help to define particular strategies. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number of projects funded. Number of ongoing projects. Number of completed projects. General budget allocated by law. Number of workshops carried out on specific topics. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> From 2006 to 2017, 316 projects were funded, for a total of € 25,434,706.24. Over four million euros were used by the sites to develop and update the Management Plans. It contributed to a more effective implementation of the 1972 Convention, above all in regards to the spread of awareness of the values that led to the registration of sites on the List. It has encouraged the drafting and updating of Management Plans, as tools to ensure the conservation of the sites and to create the conditions for their enhancement. 189 completed projects before the end of 2018. 83 projects in progress during 2018. 23 projects started in 2018. 		

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World Heritage Master Plan: the Upper Rhine Valley

Agenda 2030 — Sustainable Development Goals

Governance | Management | Stakeholder Engagement

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Since the Upper Middle Rhine Valley was recognised as a UNESCO World Heritage Site 10 years ago, the area has been recognised as an UNESCO affected by general social and economic changes. Accordingly, its World Heritage is already facing new challenges. One challenge this entails is the coping with the consequences from visible demographic changes, such as empty housing, flats and businesses, and with the associated decline in available public and private infrastructure and services. Other key challenges will include: managing the ongoing economic and touristic development of the region's cultural landscape, managing the consequences of Germany's energy revolution, anticipating and dealing with future mobility requirements, continuing to develop various ways of cross-

ing the Rhine and curbing noise pollution caused by rail freight traffic passing through the narrow valley. The Master Plan builds on these activities and on the existing set of objectives and action programmes for the World Heritage in the Upper Middle Rhine Valley, such as a management plan and action programme of the Upper Middle Rhine Valley World Heritage Association, and takes them further. In conjunction with local officials and authorities, politicians, business leaders, representatives of civil society and the inhabitants of the World Heritage Area the Master Plan brought together a series of visions based on the potential situation of the World Heritage site five, ten or thirty years from now and developed a bottom-up approach.



Goals

1. Look at the future World Heritage-related challenges in the Upper Middle Rhine Valley and identify a large number of requirements in all areas.
2. Making the Upper Middle Rhine Valley World Heritage Area a quieter, more peaceful place.
3. Ensuring sustainable, affordable mobility in the long term.
4. Protecting and developing the cultural landscape and nurturing the region's building culture.
5. Establishment of mobility infrastructure that is efficient and sustainable as well as affordable.



Preconditions

1. Measures carried out in the Upper Middle Rhine Valley World Heritage Area focused on fostering the urbanistic, economic and social development of the valley's, preserving and developing the natural and cultural landscape, enhancing land use, conserving its monuments, adopting flood protection measures and endeavouring to boost tourism and improve the traffic and transport situation.
2. More than €404 million have been pumped into specifically World Heritage-related projects and measures.



Financial Support

- Local
- Territorial
- National
- International

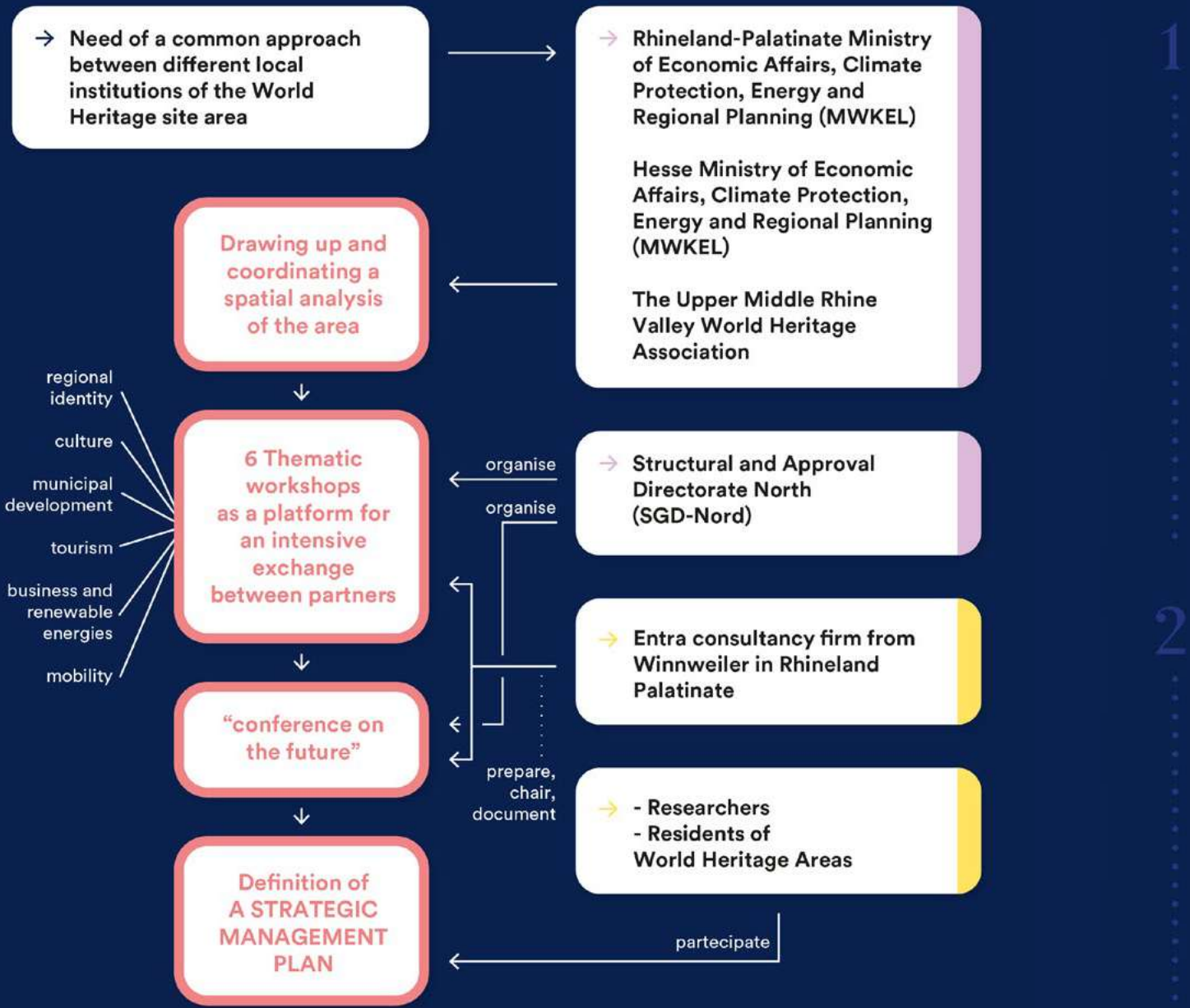


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders
 ● Private Stakeholders
 ● Public and Private Stakeholders
 ● Actions



IMPLEMENTATION

- The main important source of information was the input from the 170 participants attending the conference on the future, who stressed the following three main challenges: making the Upper Middle Rhine Valley World Heritage Area a quieter, more peaceful place; ensuring sustainable, affordable mobility in the long term; protecting and developing the cultural landscape and nurturing the region's building culture.
- Actors inside the World Heritage Area have to cooperate more closely in the future, shore up their sense of common purpose, strengthen their commitment to protect and development the World Heritage Sites and network more effectively.
- Central points of contact and attempts to encourage further voluntary commitment will become increasingly important.
- The remit to protect and develop the future cultural landscape also has to take account of present-day needs. The complex links and interplay of forces when developing cultural landscapes require participative ideas and the implementation of comprehensive, integrative, multidisciplinary approaches that are viable, affordable and accepted by residents in the World Heritage Area.
- To reduce the noise level of the railway, The German Railways' Noise Abatement Pact 1 has to be followed up by more innovative measures designed to curb noise pollution in the World Heritage Area. Meanwhile, in the short and medium term, freight wagons need to be fitted with more environmentally friendly brakes.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Noise pollution caused above all by freight traffic at night affects the quality of life of residents in, and visitors to, the communities within the World Heritage area that prevents the continuing influx of new residents and puts tourists off from extending their visits and staying overnight. General deterioration of socio-economic conditions in the Upper Middle Rhine Valley World Heritage Area. As the liveliness of the places diminishes, as does their attractiveness as meeting points for locals and visitors alike. Today many World Heritage communities are left wondering how they can continue to guarantee the provision of public services and facilities for local inhabitants in the future. Different administrative authorities in the World Heritage Area and current lack of an overall concept for the development of the Upper Middle Rhine Valley World Heritage Area necessitate intensive mutual municipal and regional consultation procedures. The large number of actors, programmes and measures involved, which are often insufficiently interlinked or coordinated, is also having a detrimental effect on the sense of common purpose and personal responsibility for the protection and ongoing development of the Upper Middle Rhine Valley World Heritage Area. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	<p>Many actors in the Upper Middle Rhine Valley have done a great deal to preserve and enhance the attractiveness of the area's unique cultural landscape and further develop the living environment that it constitutes through:</p> <ul style="list-style-type: none"> protecting, using and developing the area's natural environment and landscape as well as its historical monuments and building culture; stabilising and continuing to provide attractive and suitably modern living conditions for local residents and visitors alike; safeguarding and continuing to develop modern facilities and infrastructure and favourable conditions for businesses and jobs. <p>Rather than entailing any legal obligations, it relies on self-regulation and voluntary commitment by the respective actors. As a result, communication, cooperation and networking are crucial to the Master Plan's implementation.</p>			
STEP I	Public launch event of the Master Plan process in St. Goar on 4 November 2011 and the continuing as a participatory process managed by the Rhineland-Palatinate Ministry of Economic Affairs, Climate Protection, Energy and Regional Planning (MWKEL).			
STEP II	When devising the Master Plan, special emphasis was placed on transparent opportunities for active participation in the process. Via the media and on a dedicated website www.masterplan-mittelrheintal.de , all citizens, relevant officials and policymakers, businesses, associations and clubs were invited to become involved by contributing ideas and suggestions.			
STEP III	The spatial analysis was drawn up and coordinated by the Rhineland-Palatinate Ministry of Economic Affairs, Climate Protection, Energy and Regional Planning (MWKEL) and included input from the respective departments in Rhineland-Palatinate and Hesse, the authorities answerable to them, the Upper Middle Rhine Valley World Heritage Association and some other institutions. The spatial analysis is reproduced in Annex II A to the Master Plan.			
STEP IV	In May and June 2012, six workshops were held on tourism, mobility, business and renewable energies, municipal development, culture and regional identity. These thematic workshops served as platforms for an intensive exchange between all the responsible and interested parties and, most importantly, prompted intense networking within the Upper Middle Rhine Valley.			

STEP V Conference on the future, held on 18 August 2012. It drew on the pool of ideas arising from the six workshops and on the conclusions of the spatial analysis, which were matched against the ideas of future generations of residents of World Heritage areas from the UNESCO secondary school in Oberwesel and of the renowned futurologist Jeanette Huber, a researcher at the Zukunftsinstitut (Institute for the Future).

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To protect and ensure the sustainable future development of the Upper Middle Rhine Valley, bearing in mind the Outstanding Universal Value of its World Heritage; to incorporate the development of traffic, taking particular account of increasing noise pollution in the Upper Middle Rhine Valley. To consider the challenges posed by demographic and structural economic developments in the Upper Middle Rhine Valley's World Heritage sites. To guarantee more peace and quiet in the Upper Middle Rhine Valley World Heritage area. To insure a forward-looking, efficient, sustainable and affordable mobilisation. To protect and develop the cultural landscape. To create attractive forward looking communities and offer a high quality of life. To generate an attractive location for businesses and jobs. To promote nature and culture-oriented tourism with a regional profile and regional delicacies. To make the region attractive to young people. To create a sense of identity and responsibility for the Upper Middle Rhine Valley World Heritage area. To coordinate cooperation, networking and volunteer work. To tailor Germany's energy revolution to World Heritage interests. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number of events organised. Number of thematic workshops organised: 6 Number of people that attended the workshops: between 60 and 90. Number of people that attended the "Conference on the Future: 170". Number of Management Plan developed. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> The Master Plan has promoted communicative, inclusive and participatory processes. The various events have successfully induced a very wide range of interest groups from the political, administrative, economic and social spheres to become actively involved. A large involvement of young people has been generated. The six thematic workshops have shown which developments, projects and measures are accepted in the World Heritage Area. Inputs from experts, outsiders and people familiar with the region have provided the impetus to critically re-evaluate established ideas and work on future prospects on a 'bottom-up' basis. Workshops have made a valuable contribution by providing information, ensuring transparency and forming a consensus on existing activities and between the different actors in the Upper Middle Rhine Valley World Heritage area. Results of the individual thematic workshops have been gathered to bring together different areas of expertise and competence and overcome organisational and administrative barriers. The approach has duly highlighted mutual dependencies and synergies between frequently clashing interests and led to a clearer understanding between different interests in regional development in the World Heritage area. It also facilitated the forging of new contacts. 		

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Urban renewal programme of Morro da Sé

Population | Community Engagement

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Agenda 2030 — Sustainable Development Goals



The Morro da Sé urban project conveys the desire to advance the principles of capacity-building of local agents, co-responsibility and partnership. The project approached local populations by developing a participatory model. Project activities include the creation of an Urban Management Office focused on the involvement of all the partners in the programme’s administrative unit. The programme is constituted by the Action Programme for the Urban Rehabilitation of Morro da Sé.CH.1 (Historic Centre 1 of the Urban Rehabilitation Area) and the Permanent Resettlement Programme.

Action Programme for the Urban Rehabilitation of Morro da Sé.CH.1

It is a response to an Operational Programme of ON.2 call launched in 2007, “Partnerships for Urban Regeneration” (PRU/1/2007). The Action Programme created partnerships between the Municipality of Porto, Porto Vivo - SRU (Sociedade de Reabilitação Urbana - Urban Rehabilitation Society) and local entities. The main goal of the programme was to regenerate the area of Morro da Sé with the contribution of European funding. The project sets into motion the creation of new dynamics in efforts to captivate a young population

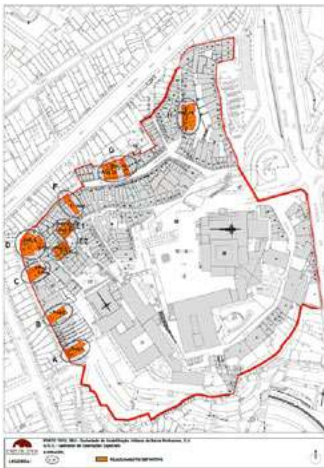
and develop new tourist activities: It also serves to better the living conditions of the resident population. It includes several physical operations in increasing the number of residences for the elderly population, valorising the buildings image, ameliorating the energy efficiency and the prequalifying urban public spaces.

Permanent Resettlement Programme

The programme arises from the need to resettle families from poor living conditions and individuals that were previously relocated to social housing buildings of the Municipality, by converting vacant buildings into a student residence and tourist accomodation unit (operations part of the Action Programme for the Urban Rehabilitation of Morro da Sé.CH.1.).

The Permanent Resettlement Programme is an initiative of Porto Vivo - SRU as the result of a contract signed between Porto Vivo - SRU, Porto City Council and the Institute of Housing and Urban Rehabilitation (IHRU - Instituto da Habitação e Reabilitação Urbana, I.P.).

It is financed by the European Investment Bank (EIB).



Goals

- To increase the level of citizen’s engagement in the conservation of their own historic buildings.
- Ameliorate urban spaces in order to encourage the population to return to live in Morro da Sé district.
- Regenerate the area of Morro da Sé with the contribution of European funding.
- Encourage professionals to invest in this area of the city.
- Increase the number of the residences for elderly population.



Preconditions

- Call launched in 2007 by the Operational Programme of ON.2, “Partnerships for Urban Regeneration” (PRU/1/2007).
- Available funds from the European Investment Bank (EIB).



Financial Support

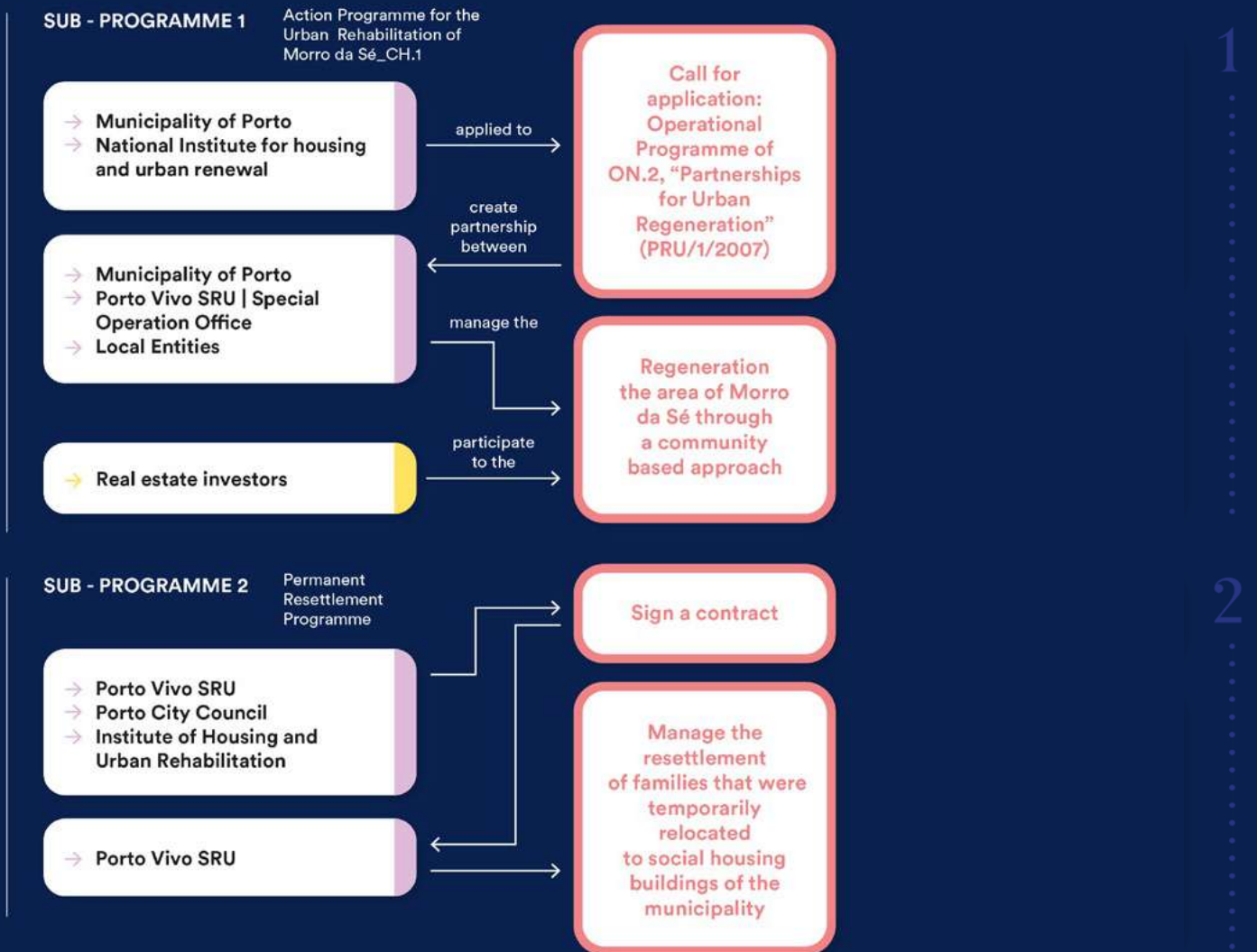
- Local
- Territorial
- National
- International



Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING



IMPLEMENTATION

ACTION PROGRAMME

- I. Physical interventions
 - Creation of housing for students, tourists and seniors: built by real estate investors, followed by the Municipality of Porto.
 - Improvement of energy efficiency of the buildings through the renovation of the façades (on standby).
 - Slum-upgrade program with public and private owners.
 - Mobility plans.
 - Improvement of public spaces.
- 2. Awareness raising interventions
 - Gabinete de Apoio aos Proprietários (Office/Owner support service) — *owners*.
 - Gabinete de Apoio ao Empreendedorismo (Office/Entrepreneurship support service) — *citizens*.
 - Relations with the population — *pupils*.
 - Rehabilitation and handling of the public space — *citizens*.

PERMANENT RESETTLEMENT PROGRAMME

1. Monitoring of archaeological surveys. Eventually leading to the expansion of excavation.
2. Preparation and launch of tender for construction work.
3. Execution of the project.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Commitment over the last decade to support for new construction rather than the rehabilitation of the existing built heritage. 2. Decapitalisation of landlords (since the 1940's) as a result of the cap on rent increase. 3. The bureaucratic issues associated with the licensing of the construction work in an area of recognized historical and heritage value. 4. Economic crisis. 5. Abandoned buildings in the historic centre cause an increase of unsafe spaces for citizens and visitors from a social and physical point of view. 6. Run-down of most of the buildings in Morro da Sé: only 4% of the gross building area (2.504 m2) is in good state of conservation and does not need any kind of intervention. The remaining 96% of the gross building area (66,955 m2) requires construction work, of which 46% (30,799 m2) requires profound interventions. 7. Depopulation issue in the historic centre of the city. 8. Majority of elderly population. Concerning young people, most of them are unemployed. The younger population suffers from premature school abandonment. When it comes to housing units for rent, most of them register very low rents, limiting the financial capacity of the owners to initiate the necessary rehabilitation or conservation and maintenance work. 9. Limited supply of public housing in the old town available to the elderly and local population. 10. Limited participative involvement from entrepreneurs, traders and citizens in the neighbourhood rehabilitation actions. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Call launched in 2007 by the Operational Programme of ON.2, "Partnerships for Urban Regeneration" (PRU/1/2007); available funds from the European Investment Bank (EIB).			
STEP I	Analysis of the context and evaluation of possible interventions in terms of social and financial impact.			
STEP II	Creation of a partnership that could develop and guarantee the different needs of intervention by acting on different levels: local and international with an integrated approach.			
STEP III	Identifications of different financing possibilities that can guarantee the development of actions designed for Morro Da Sé neighbourhood.			
STEP IV	Creation of a specific office. The Support Office was directed to the owners and provides support and information on the strategies adopted for each block and/or buildings.			
STEP V	Development of an integrated approach for the Urban Renewal Programme of Morro da Sé.			
STEP VI	Definition of the Action Programme with the aim of providing new dynamics in the districts to attract young people, tourists and generate better living conditions; definition of the Permanent Resettlement Programme that works directly on the physical rehabilitation of identified buildings.			
STEP VII	Development of the two Programmes defining an integrated action (communitarian and institutional level).			
STEP VIII	Realisation of a well-focused communication plan and several planned sessions for a project of "Tales from the self-esteem and motivation," with the active involvement of the local community.			
STEP IX	Operatively phase with the redaction of archaeological reports on buildings identified for future intervention, the realisation of intervention on public spaces, architectural intervention on 11 blocks, 227 buildings and 64,888 m2 of gross built area, the beginning of the permanent resettlement programme.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To solve social, physical and environmental problems through the refurbishment of buildings located within the historic centre. To rehabilitate historic buildings. To ameliorate urban spaces in order to encourage the population to return to live in Morro da Sé district. To improve the image of this area, and more generally, of the historic site. To increase the number of residences for the local elderly population. To involve the people in actions concerning the conservation of the neighbourhood. To deploy new economic activities and tourism services. To encourage the professionals to invest in this area of the city. To keep the local population in the district by offering new housing solutions in order to not lose the identity of the place. To preserve the original characteristics of the buildings. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number of rehabilitated buildings. Number of new dwellings realised. Number of new shopping spaces in the district. Number of new investment in the area. Number of tours participation by schools. Number of public presentations of the Management Plan. Number of visitors to the exhibition devoted to the activity of Porto Vivo – SRU. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 71 new dwellings and 19 new shopping spaces have been realised promoting new economic activities and dynamics, bringing new people to a marginalised part of the city. New encouragement for investors has been shown: every €1 for awards public investment corresponds to €3 of private investment. The use of traditional techniques has helped to preserve the original characteristics of the buildings. The presence of the original inhabitants of the districts has helped to preserve the local habits and traditions. The rehabilitation of the buildings with quality houses has given a better image to the neighbourhood bringing new users, new dynamics, promoting the feel of safety and attracting new investors. 		

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Fine arts and ethnographical trades and fairs programme

Agenda 2030 — Sustainable Development Goals

Population | Community Engagement

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The status of Vilnius Historic Centre as an UNESCO World Heritage site has helped convince authorities and decisions makers of the importance of supporting the revitalisation of traditional crafts and fairs. Dynamic changes in the economy and social structure required the introduction of new management methods for the renewal of the Old Town. The final goal of “Ethnographic, Fine Crafts and Fairs Programme” approved by the City Council of Vilnius in 2001, was a real challenge: to restore the local know-how and revitalize the Old Town preventing the deterioration of the tradition of fine crafts through revitalisation of some vacant and abandoned buildings. The second priority was the revitalisation of the Tymo Quarter where the Crafts Town would be established. Perhaps the initiative provided solutions by focusing on one of the specific features of arts and crafts:

direct contact with consumers. By combining a system for supporting arts and crafts with the opportunity to work in the area’s most visited site, the programme allowed craftspeople to work in direct contact with the public; users and consumers of their products and services. The City Council undertook the responsibility to provide arts and crafts professionals with several workspaces in the Old Town, where they could work, exhibit crafts, carry out educational demonstrations and workshops and obtain direct feedback on the relevance of their work with regard to consumers changing requirements. It foresaw some important administrative and legal steps, such as the incorporation of an independent management agency called OTRA - Old Town Renewal Agency, which has the role to coordinate public and private interests, and which has been supported by local associations.



Goals

- To implement projects aimed to revive crafts and small trade in the historical centre, starting the traditional seasonal craft fairs.
- To encourage the installation of conventional workshops and traditional businesses in the historic centre of Vilnius, promote arts and craft, restore the local know-how and revitalise the Old town.
- To re-establish a craftsmen’s district in the historic centre of Vilnius.
- To rehabilitate and enhance the neglected area of Tymo quarter.



Preconditions

- The World Heritage nomination drew attention to the need to protect the urban structure and to conserve and restore significant architectural monuments. Dynamic changes in the economy and social structure required the introduction of new management methods for the Old Town revitalisation.



Financial Support

- Local
- Territorial
- National
- International

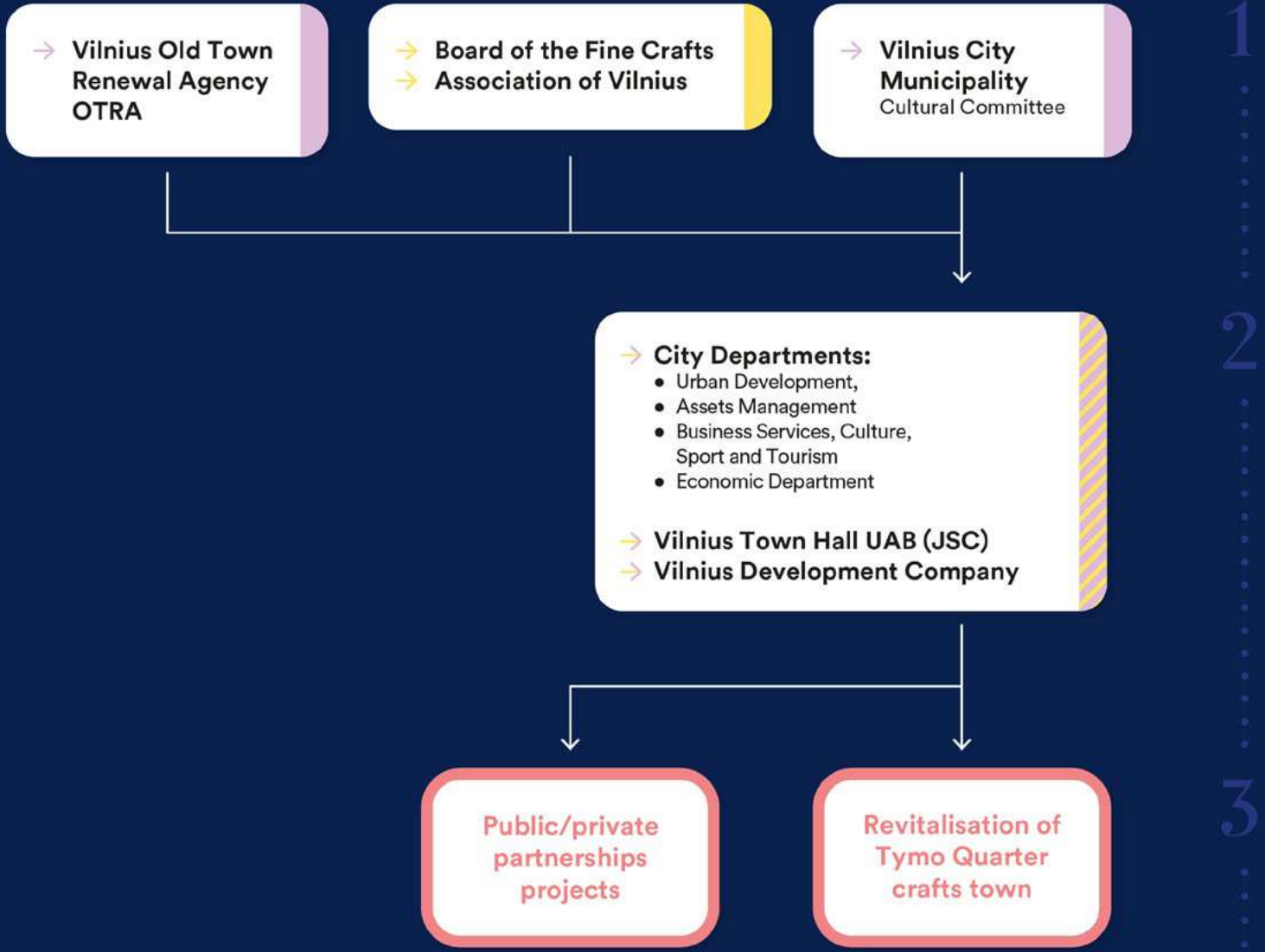


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



IMPLEMENTATION

- Establishment of the community of Vilnius craftsmen with grants for small educational projects, financial support for renovation works in the galleries/workshops, support for craftsmen with certificates of traditional heritage.
- Reconversion of the Tymo district - Crafts Town: reconstruction of the historic streets, creation of walkways, sites and infrastructures, revitalization of some empty and neglected buildings.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Deterioration of the tradition of fine crafts and ethnographic business in the historic city centre. 2. Empty and neglected buildings in the Old Town and the Tymo quarter destroyed in World War II. 		
Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	<p>The World Heritage nomination drew attention to the need to protect the urban structure and to conserve and restore significant architectural monuments. Dynamic changes in the economy and social structure required the introduction of new management methods for the Old Town revitalisation. A Revitalisation strategy for Vilnius Old Town was prepared in 1995-1996 at the request of the Prime Minister and the Mayor of Vilnius, with the support of the World Bank, the UNESCO World Heritage Centre, and the Government of Denmark. A cooperative Lithuanian-Danish-Scottish team developed the strategy, which was approved by the Vilnius City Council in late 1996 and the government of the Republic of Lithuania in early 1997.</p> <p>The strategy proposed was to introduce a single institution – Old Town Renewal Agency (OTRA) – with a broad mandate and multidisciplinary set of skills, to coordinate production and implementation of an annual action plan including activities of the state and municipal authorities and the private sector. The Vilnius Old Town Renewal Agency (OTRA) was established in 1998 as the main instrument for the implementation of the revitalisation strategy. The agency operated under the control of the Municipality and the Supervision Council, the joint-chairmen of the Council being the Mayor of the City and the Minister of Culture. The Steering Council consisted of 19 national and local organizations that were related to the revitalisation of the Old Town. The Council’s role was to coordinate the efforts of various stakeholders acting in the Old Town.</p>			
STEP I	<p>In 2001 Vilnius Old Town Renewal Agency was appointed to coordinate the approval and implementation of the programme for the revitalisation of the Old Town, after that applications for craftsmen were discussed in the Cultural Committee of the Council.</p>			
STEP II	<p>In 2003 Vilnius City Council adopted the Ethnographic and Fine Crafts and Fairs Programme and established the Fine Craft Association of Vilnius (17 members, participants of the programme). Its purpose was to facilitate favourable conditions for restoring the ancient crafts and trades; it additionally promoted ethnographic fairs in Vilnius Old Town. Aiming to connect heritage with contemporary life, the programme encouraged establishment of ethnographic workshops, shops, art galleries, and pubs. The programme was engaged with two main tasks: to lease municipal non-residential space to craftsmen and businessmen on preferential terms; and to rebuild the rundown historic Tymo area by setting up the “Crafts Town”, where traditional crafts and related businesses could be developed. Economic Department selected suitable premises for galleries workshops and contracts between craftsmen and the Municipality were made.</p>			
STEP III	<p>From 2002 to 2006 the City Council approved the Tymo quarter revitalisation. In 2004 they brought forward and implemented a draft of the urban planning and architectural proposal for the improvement of infrastructure and environment of the area (LTL 5,5 mln. – € 1.6 mln.), with assignment for educational activities of galleries (demonstration of crafts, training, lessons, exhibitions) were implemented.</p>			
STEP IV	<p>In 2006 the Fine Craft Association of Vilnius was established (currently 14 members, participants of the programme). Projects for educational activities of galleries (demonstration of crafts, training, lessons, exhibitions) were realised. The project to establish “Crafts Town” in Tymo quarter was stopped because of the difficult economic situation. The project has yet to be fully realised. For the renovation of lodgings and the adaptation of neglected lodgings, a new method of encouragement with attractive rental practices was realised by the Municipality of Vilnius for renovation (LTL 1.6 mln – LTL 1 mln of private funds of craftsmen and LTL 600,000 municipal funding). Financial support for educational activities of galleries in 2006-2010 (LTL 48,000) and 2011-2015 about LTL 400,000 from Lithuanian Cultural Support Fund for the implementation of small educational projects.</p>			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To implement projects aimed to revive crafts and small trade in the historical centre, starting the traditional seasonal craft fairs. To encourage the installation of conventional workshops and traditional businesses in the Historic Centre of Vilnius, promote arts and craft, restore the local know-how and revitalise the Old Town. To re-establish a craftsmen's district in the Historic Centre of Vilnius. To rehabilitate and enhance the neglected area of Tymo. To invigorate and improve the attractiveness of the Old Town to owing the concentrated and collective activity of the workshops and galleries. To conserve and to outreach the promotion of the outstanding universal value of the historic centre with the inhabitants and the tourists. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number of craft galleries opened. Number of jobs created. Number of upgraded buildings (including infrastructure). Evidence of new activities. Raising awareness on heritage values (tangible and intangible). Public incentives to rehabilitate private buildings. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Currently, 14 working craft galleries and workshops are being leased on preferential terms. In the 2011-2015 period about € 115,900 - LTL 400,000 from Lithuanian Cultural Support Fund for the implementation of small educational projects; and in the 2016-2018 period about € 214,000 - LTL 739,000 for the implementation of small educational projects, and the organisation of traditional fairs and European Artistic Crafts Days. The galleries generated an average of 2 or 3 jobs per gallery, 80 in total, which contributed to support the local economy. Attraction of more visitors, which is an important factor for tourism development. Furthermore, activities targeted towards children, young people and local residents are very useful in the efforts to enlighten and understand the town's history and traditions, as well as to raise awareness on intangible heritage and to launch artistic experiences. Now, there are 14 galleries and workshops participating in the programme, representing crafts of potters, blacksmiths, goldsmiths, textile, amber processing, stained-glass, paper cutting and other traditional folk arts. In the workshop-galleries a lot of attention is paid to children and students while organising educational circles. The participants of the program actively take part in city festivals, fairs and international events. 		

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Enhancement of murate complex: residential public housing project

Population | Management | Community Engagement

Agenda 2030 — Sustainable Development Goals



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The enhancement of the former Murate complex can be placed within the broader Residential Building Programme – ERP – of the Municipality of Florence. Founded in the 15th century as a monastery, the Murate became a prison in 1832 and continued to serve this function up to 1985. After this the complex was abandoned for several decades, an extensive derelict area on the outskirts of the district of Santa Croce. The operation was launched in 1997 through the decision of the City Council to allocate the funds of the ERP to the former prison complex.

The principal idea was that of creating a multi-functional area in which the traditional cultural, social and productive functions of the district could be regenerated.

Le Murate is one of Florence's major architectural success stories of the past 20 years. Since its official opening in April 2011, the complex, which includes public housing, parking, shops, restaurants, bars and open spaces, has become a cultural and recreational hub. Stakeholders involved at the beginning of the project: the Mayor, Superintendence of Archeology, Fine Arts and Landscape for the Metropolitan City of Florence (peripheral Office of the Heritage and Cultural Activities Ministry), Renzo Piano architect, Casa S.p.a. (company that designs realises and manages the public residential building heritage of the Florentine area). Casa S.p.a. was chosen as the body for the realisation of the last two projects that should be finalised in the upcoming years (2019-2021).



Goals

1. The cost of enhancement has been kept at a reasonable level.
2. The project improves the social life of the city by creating a new cultural focus, which integrates the provision of facilities in the neighbourhood with flexible connecting spaces.
3. Creation of opportunities for employment, research, and new technologies in a strategic urban spot.



Preconditions

1. Existing laws and funds available for public housing to evaluate the administrative and economic feasibility of the intervention.
2. GESCAL national fund: fund for the construction and allocation of housing for workers, born from the transformation of the INA-House Plan and governed by the law February 14, 1963, n. 60.
3. Law Ferrarini/Botta 17 February 1992, n.179: Rules for public housing.
4. Law 4 February 1993, N.493: conversion in law of law 5 October 1993, n.398, provisions for acceleration of investments and support of employment and for the simplification of procedures in construction employment matters.



Financial Support

- Local
- Territorial
- National
- International

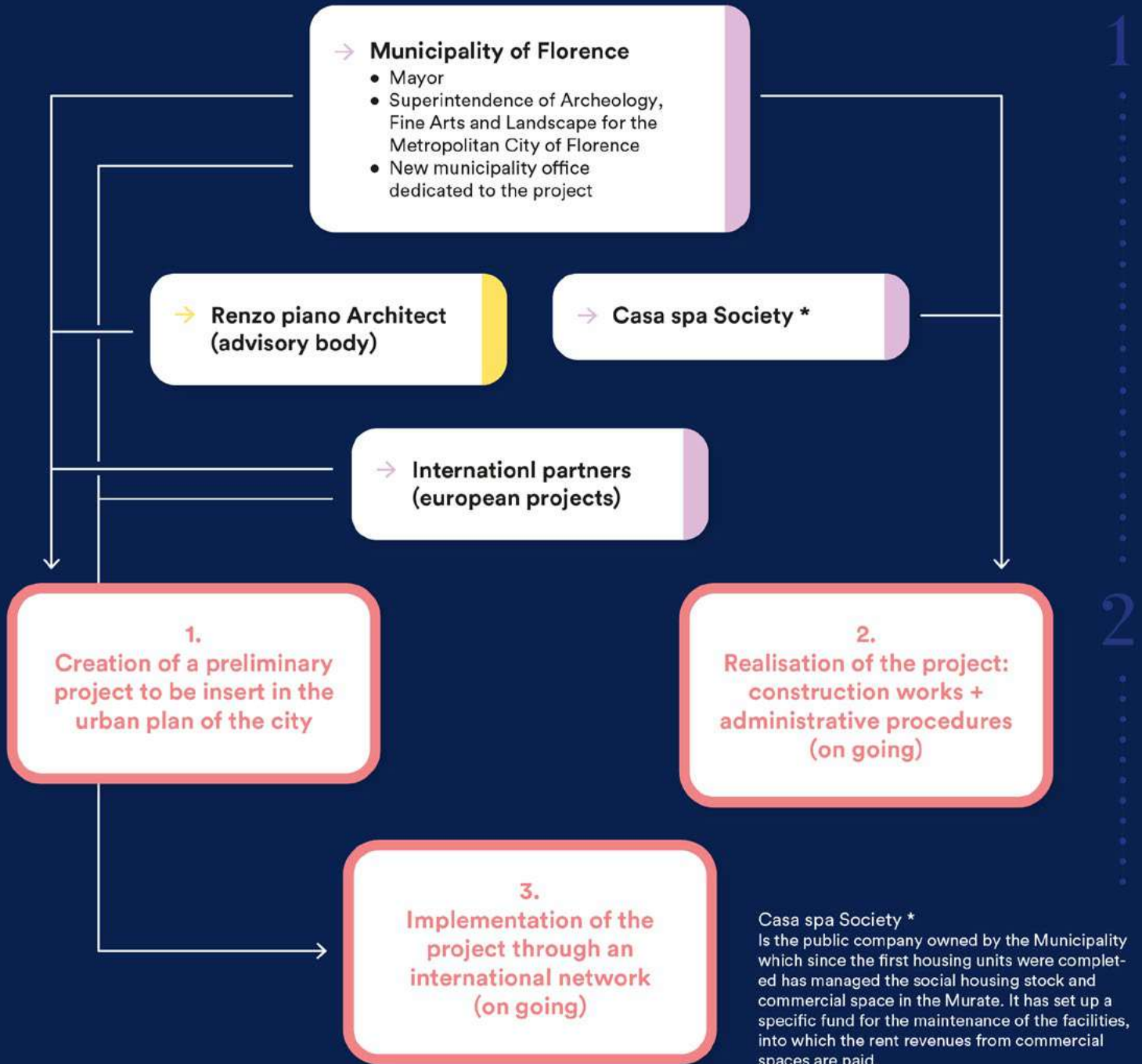


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

- Public Stakeholders
- Private Stakeholders
- Public and Private Stakeholders
- Actions



IMPLEMENTATION

- Interdisciplinary analysis to understand the problematic of the area.
- Formulation of intervention hypotheses carried out through a participatory approach.
- Identification of existing laws and funds available for public housing to evaluate the administrative and economic feasibility of the intervention.
- Creation of an interdisciplinary group of work and advisory bodies to develop the whole phase of the project.
- Realisation of a preliminary project to be inserted in the Town Planning Regulations.
- Starting of construction work effectively divided into phases.
- Creation of call for tenders for the insertion of commercial bodies within the renovated premises.
- Implementation of new activities and projects in the Murate district through new European projects.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Abandoned buildings in the historical centre: sanitary, social and heritage conservation problem. 2. Lack of connection between two different parts of the city: the lively area of the Sant' Ambrogio market and the monumental complex of Santa Croce. Impenetrability of the place: the walls of the prison created real physical borders and generate the segregation of the surrounded areas. 3. Limited supply of public housing offer in the old town. 4. Depopulation issue in the historic centre during the 90's due to raising costs for tourism and the selling of homes acquired in the 60's at a very low cost. 5. Physical isolation generated by the conformation of building blocks. 6. Difficulty to implement a construction site in a historical centre. 7. Architectural problems: related to cell spaces and their transformation into housing cells. 8. Rigid supporting structure, management of outdoor spaces. 9. Difficulty in making vertical connections, issues for installing new technical installation. 10. Difficulty in intervening on a historical building without losing its significance. 		
Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS				Existing laws and funds available for public housing to evaluate the administrative and economic feasibility of the intervention; GESCAL national fund: fund for the construction and allocation of houses to workers, born from the transformation of the INA- House Plan and governed by the law February 14, 1963, n. 60.; law Ferrarini/Botta 17 February 1992, n.179: Rules for public housing; Law 4 February 1993, N.493: conversion in law of the decree law 5 October 1993, n.398, concerned provisions for acceleration of investments and supports of employment and for the simplification of procedures in construction matters.
STEP I				Evaluation of critical challenges in the historic centre and decision to intervene with a pilot project on a key space/building in the historic centre.
STEP II				90's: identification of existing laws and funds available for public housing to evaluate the administrative and economic feasibility of the intervention.
STEP III				Creation of an interdisciplinary group of work: professionals and academic researchers completely focused on the project and a dedicated office.
STEP IV				1997: Realization of a preliminary project to be inserted in the Town Planning Regulations after an initial inspection with Renzo Piano architect, involved as consultant for the first imprinting of the project.
STEP V				Start of construction work together with participatory process carried out to guarantee the involvement of the inhabitants of the district. Identification of a start point: square and oldest side of the wall and division of the project in 5 different independent lots.
STEP VI				Creation of call for tenders for the insertion residents and commercial bodies within the renovated premises.
STEP VII				Implementation of activities through European projects and funds: The Municipality of Florence participated in the Raphael 98 programme REPRISE (Regeneration of Old Prisons) with the Le Murate project, a pilot networking operation that anticipated the REPAIR URBACT experience. URBACT Repair Project (2009-2010).

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To open the building and the whole block to the city. To solve social, environmental and sanitary problems throughout the refurbishment of a historical building located within the historic centre. To make the space permeable and easily accessible thanks to the creation of public spaces. To ameliorate urban space in order to encourage the population to return to live in the historic centre of Florence. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number expected lodgings present in the preliminary plan. Number of lodgings created in 2015. Cost per square meter of public housing. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 79 lodgings created out of 2015; 65 lodgings foreseen in the Preliminary Project of 1998. 2018: 2 building recovery interventions; 17 lodgings created. 73 apartments have already been delivered to tenants selected from the list of those deserving social support for housing at affordable rent prices. The conversion of the historical building, which brought the additional challenge of adapting the old prison architecture to current housing standards, has been realised at a reasonable cost of €/m²1,425.18 (tax excluded), which coincides with the maximum cost for public housing in 2008. The cost also includes urbanization works: the realisation of two squares and a street. This shows the implicit transferability of such a model of social housing through the regeneration of historical buildings in terms of cost competitiveness. A new population of more than 200 inhabitants has settled in the area. The cost of refurbishment has been kept at a reasonable level, demonstrating that this type of redevelopment of historical buildings is suitable for social housing. Therefore, countering the loss of residential life from the centre appears to have been achieved, if not in statistically significant terms, at least in identifying successful practices and reversing general trends. A closed urban fabric has been opened up thanks to the creation of new squares, public space and pedestrian access. It is definitely a successful achievement. The prison complex constituted a huge black spot in the neighbourhood, dividing the lively area of the Sant'Ambrogio market from the monumental complex of Santa Croce. New pedestrian access systems including a shopping avenue and two squares have been delivered. This has significantly improved the mobility in the area. Citizens have started to consider the place attractive for socialising and the complex has quickly acquired a lively public life. Social life of the city has been improved by creating a new cultural focus, which integrates the provision of facilities in the neighbourhood with flexible connecting spaces. New opportunities for employment, research, and new technologies in a strategic urban area, have also been generated strengthening the possibility of strategic cooperation with the neighbouring universities and other R&D organisations in the city. 		

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Tropa verde project

Population | Community Engagement | Environment

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Agenda 2030 —
Sustainable Development Goals



Tropa Verde is a multimedia platform set up by Santiago de Compostela (ES) to encourage environmentally responsible behaviour. Using a game-based web platform, citizens can win recycling vouchers and exchange them for rewards from the City Council and local retailers. The project started after a 2015 survey showed that many inhabitants were reluctant to recycle due to habit and a lack of information. In under two years, recycling has soared: more than 115 local sponsors have delivered 800 rewards, from hotel accommodations to beauty treatments. Citizens received these gifts or discounts in exchange for 16,000 “recycling actions” in social and civic centres and green points. There are also workshops, street actions and other promotional activities. School campaigns have collected thousands of litres of used cooking oil and 3,299 electric appliances. Today, Tropa Verde is active in at least six other cities in Spain.

It is one of the 23 projects selected for the second phase of the European

URBACT programme, designed for exchanging and learning about sustainable and integrated methods for urban development. In this way, Santiago continues to lead one of the 23 transfer networks through the project promoted by the Department of Environment and Coexistence in collaboration with the company Teimas Desenvolvimento. URBACT is a European exchange and learning programme that promotes sustainable and integrated methods for urban development and includes 550 cities, 29 countries and 7,000 active local agents. Funded jointly by the European Commission (European Funds for Regional Development) and the Member States, URBACT enables European cities to work together in order to develop effective and sustainable solutions in response to the main challenges they face, by good practices and lessons learned, and integrating economic, social and environmental dimensions. Across the Spanish State, 17 cities were selected by URBACT for their good practices. Only Tropa Verde addressed the environment issue.



Goals

1. Increase recycling rates by promoting the environmental awareness of citizens through the application of gaming and reward techniques.
2. Tropa Verde's objective is to create more sustainable cities focused on waste management.



Preconditions

1. Willingness of the City Council to create actions aimed at recycling and environmental awareness.
2. Interest of local retailers in actively participating in the campaign.



Financial Support

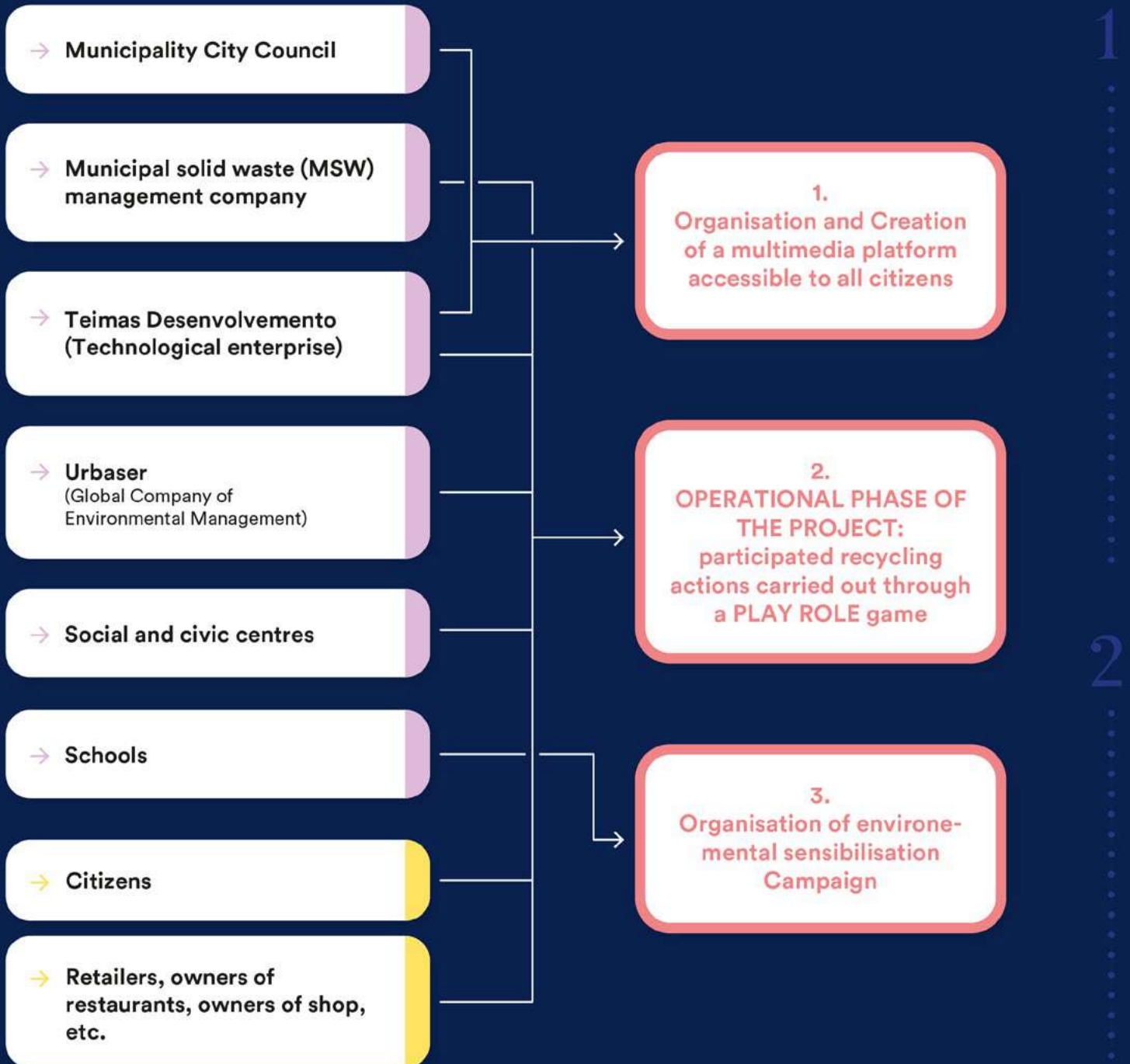
- Local
- Territorial
- National
- International



Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING



IMPLEMENTATION

- Citizens can exchange recycling points for rewards from the City Council and local retailers.
- The website connects the elements necessary to achieve this objective: the places where citizens can dispose of waste and where they can be rewarded when they do so (green points, civic and social centres, recovery points, etc.), and the local businesses (such as retailers, restaurants, outdoor activities, and shops) that collaborate by providing gifts or discounts.
- As in a game, for a successful implementation, all stakeholders/players are required.
- Tropa Verde project has been applied in other six Spanish cities.
- Tropa Verde project will be applied in others european cities as good practice because of its transferability properties.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 36.6% of the citizens of Compostela that do not recycle acknowledged that it was due to a lack of habit (survey carried out on April, 2015). Citizens lack of information and environmental motivation. Lack of environmental awareness actions. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Willingness of the City Council to create actions aimed at recycling and environmental awareness. Interest of local retailers in actively participating in the campaign.			
STEP I	Project preparation phase and selection of partners to work with for the project development.			
STEP II	Development of project activities regarding the realisation of the game-based web- platform the networking of local retailers; the preparation of the awareness-raising activities to be carried out on the street and at school; the set-up of Tropa Verde waste collection points.			
STEP III	Citizens can actively partake in recycling practices by registering / signing up on the Tropa Verde web-platform. When environmentally responsible citizens recycle an item at a collaborating establishment, they can receive a gift card. The gift card can then be converted into “star points” on Tropa Verde.			
STEP IV	At the same time Tropa Verde website shows the rewards obtained from the sponsor and its brand image.			
STEP V	Awareness campaigns on the topic and initiative are organized by schools.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To promote recycling and environmental responsibility among the citizens by rewarding good environmental practices. To increase recycling rates. To promote citizen’s environmental awareness through gaming and rewarding techniques. The game-based platform is a space where citizens can interact. It uses a game-based web platform where citizens can exchange recycling points for rewards from the City Council and local retailers. The website connects the elements necessary to achieve this objective: the places where citizens can dispose of waste and where they can be rewarded when they do so (green points, civic and social centres, recovery points, etc.), and the local businesses (such as retailers, restaurants, outdoor activities, and shops) that collaborate by providing gifts or discounts. For successful implementation, all players are required. Tropa Verde is led by Santiago de Compostela, developed by local technology company Teimas Desenvolvimento, and now adopted by more than six cities. To ensure a healthier environment. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Number of cities involved. 2. Number of enterprises involved in waste recycling. 3. Number of countries involved in the programme. 4. Number of active local agents involved. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Today Tropa Verde is active in six different City Councils of Galicia (autonomous Spanish region): Redondela, Lugo, Ames, Sarria, Porriño and Santiago de Compostela, which means more than three hundred thousand inhabitants throughout Galicia. 2. The project will be applied to the cities of Budapest (Hungria), Dimos Pavlou Mela (Grecia), Guimarães (Portugal), Nice (Francia) and in Opole Agglomeration (Polonia, 20 Municipalities). 3. High citizen participation, with over 2,500 users subscribed. 4. 115 sponsors involved. 5. 1.500 rewards offered. 6. More than 15,000€ in prizes and rewards. 7. 22 centers issuing vouchers. 8. Over 16,000 vouchers given >1,230 Facebook followers >440 Twitter followers. 9. Over 800 rewards enjoyed. 10. Several workshops for children: Recycle, Reuse and play with the Tropa Verde to commemorate the European Environment Week. 11. 2 school campaigns “Recycling at school is rewarded”. The campaign consists in the collection of used cooking oil and electrical and electronic appliances. 12. 20 different educational centers, which make a total of 2,416 students. 13. In the school campaigns a total of 2,356 liters of used cooking oil and 3,299 electrical and electronic appliances were collected. 14. Promotion of trade, saving costs of waste management, increased recycling in the city in which it is implemented, environmental education in schools and associations, and great acceptance by the citizens and private and public entities. 15. Tropa Verde can be replicated in any other city. In fact, there are actually several others municipalities in Spain interested in both the platform and the different environmental awareness campaigns carried out in schools in the city. 		

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Heritage building intervention and revitalization programme “Maître D’oeuvre”

Agenda 2030 — Sustainable Development Goals

Population | Regulation



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Heritage Building Intervention and Revitalization Program “Maître D’oeuvre” is an incentive cost-sharing programme aimed at private owners, which seeks to safeguard and enhance the architectural heritage of the city’s historic areas.

In addition to the World Heritage Site of Old Québec (the city’s historic centre), the long-term programme also covers three heritage districts (Beauport, Charlesbourg and Sillery) and the Maison-Go-min and Côte- des-Érables heritage sites.

The participation of private owners in the process promotes appropriation and respect of the city’s architectural heritage by its day-to-day users.

The programme is an inseparable feature of the global management plan for Québec’s historic neighborhoods, whose aims include a balance between urban functions, active mobility, control of greenhouse gas emissions, maintenance of their resident population, and control of tourism-induced pressures. In respect to the latter, the enhancement of historic districts outside the World Heritage Site serves to distribute the flow of tourists over a wider area.

The programme has a positive impact by enabling citizens to be directly involved in safeguarding heritage and by strengthening their pride in their city, its built heritage and its history.



Goals

- To encourage restoration and renovation projects for the old buildings.
- To stimulate private investments in heritage projects.
- To preserve and enhance built heritage in the city’s historic districts and recognised municipal heritage sites.
- To enhance the image and tourist appeal of the city’s historic districts.



Preconditions

The City of Québec has developed management tools to orient the owners of heritage buildings in their efforts to conserve and rehabilitate their property. These include a guide for the conservation and development of Old Québec (1982, revised 1998) and 15 “Maître d’oeuvre” technical guides.



Financial Support

- Local
- Territorial
- National
- International

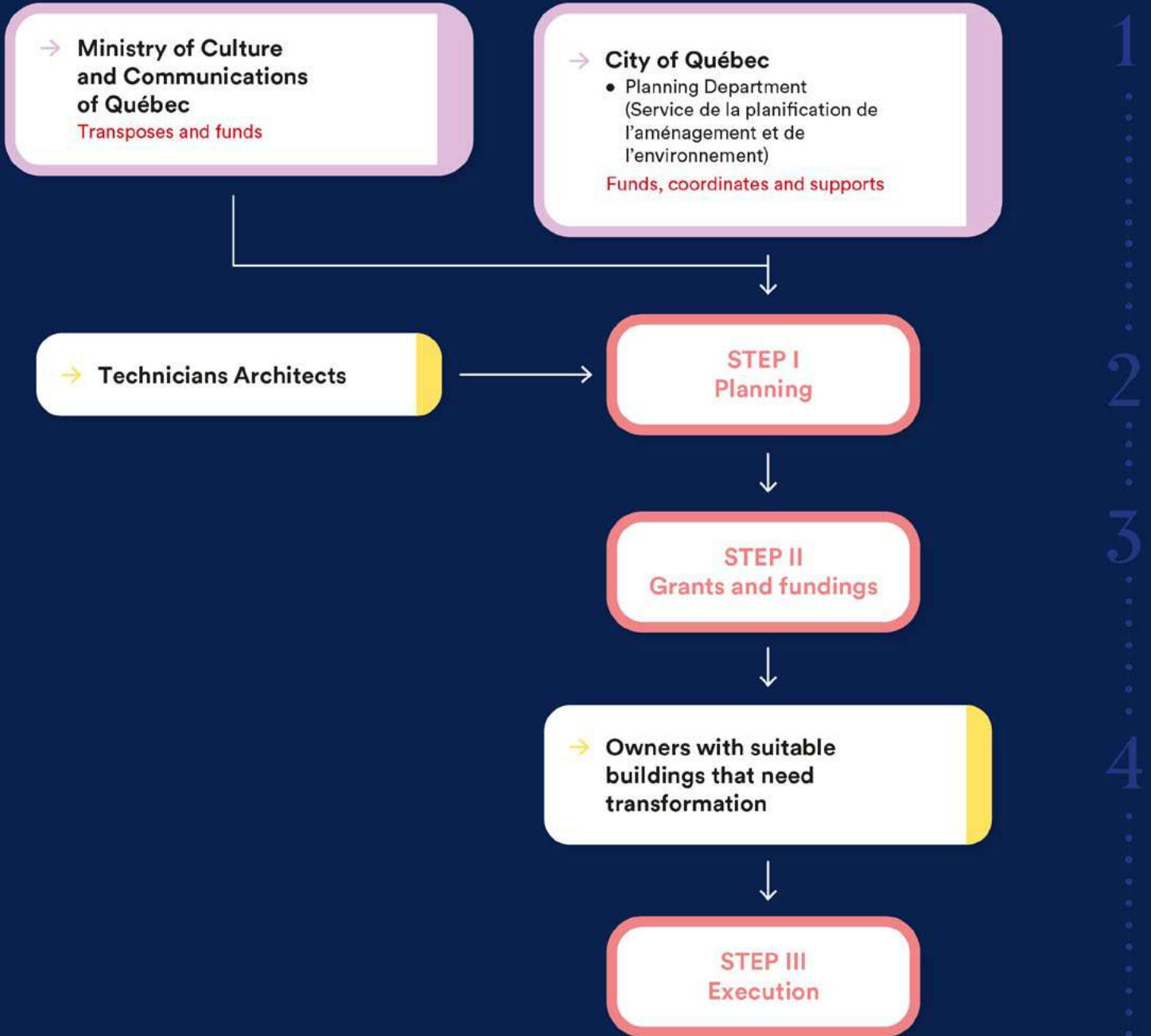


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



IMPLEMENTATION

- The “Maître d’oeuvre” programme encourages property owners to involve local stakeholders in their projects (architects, craftsmen, contractors, etc.). This contributes to strengthening skills and knowledge of traditional building practices.
- Owners and investors who wish to avail themselves of the cost-sharing programme must apply on the form provided by the City and provide supporting documents. Restoration or rehabilitation work must be carried out after confirmation of the subsidy; be done in accordance with the issued permit, if required; be done by a contractor holding the appropriate license from the Planning Department (Régie du bâtiment du Québec) or by a craftsman accredited by the Quebec Council of Craft Trades (Conseil des métiers d’art du Québec); be authorized and carried out in accordance with the Québec’s cultural heritage act (Loi sur le patrimoine culturel); and be completed within 12 months of the date of confirmation of the subsidy.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. The deterioration and lack of proper maintenance of private heritage properties in certain sectors of Québec’s historic districts. 2. Weak participation and fragile involvement of the owners and citizens in the public society. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	The City of Québec has developed management tools to orient the owners of heritage buildings in their efforts to conserve and rehabilitate their property. These include a guide for the conservation and development of Old Québec (1982, revised 1998) and 15 “Maître d’oeuvre” technical guides. Public fundings for the programme were available through an agreement for cultural development between the City of Québec and the Ministry of Culture and Communications of Québec.			
STEP I	A first version of the cost-sharing programme was implemented in 1987, that applied only to properties in Old Québec. In 1993 the Master Plan of Old Québec was formed.			
STEP II	Following municipal mergers, all cost-sharing and subsidy programmes for built heritage across the city’s new territory were grouped under a single bylaw in 2002. The Government of Québec, created a reference framework for the management of historic boroughs, and the lowercase of the ancient cities with programmes in a unique guideline.			
STEP III	The present programme, covering all of Québec’s historic districts, was implemented in 2005.			
STEP IV	Following the development of the City’s new Heritage Vision in 2017, subsidies were revised to better reflect the cost to private property owners of different types of restoration work. Overall funding for the programme was also substantially increased.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. To encourage restoration and renovation projects for the old buildings. 2. To stimulate private investments in heritage projects. 3. To preserve and enhance built heritage in the city’s historic districts and recognised municipal heritage sites. 4. To enhance the image and tourist appeal of the city’s historic districts. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Number of restored or rehabilitated buildings. 2. Number and total amount of subsidies. 3. Total value of public and private investments. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Between 2005 and 2010, 404 heritage building renovation and restoration projects were completed, representing total investments of over \$16.9 million, including \$5.06 million in grants. 2. The built heritage of Old Québec is a key attraction for tourists, bringing significant economic benefits. The Québec Tourism Board notes that in 2016, the city welcomed 10.7 million overnight and day visitors, who spent nearly \$1.9 billion. 3. The success of the Heritage Buildings Intervention and Revitalization Program “Maître D’oeuvre” with private owners demonstrates the importance and the impact of the public- private partnership. 		

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Routes to roots

Agenda 2030 — Sustainable Development Goals

Population | Community Engagement

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‘Routes to Root: Adopting Scotland as a Homeland’ was a project run and managed by the Edinburgh and Lothians Regional Equality Council (ELREC) for two years between 2016 and 2018. The project’s aim was to explore the intertwining shared heritage of Scottish and diverse communities and mainstream the histories of minority ethnic communities in Edinburgh. Working with the largest minority communities in the city: South Asian, African, Polish, Spanish and Chinese communities, the project worked through three main strands. Finally, the project organised periodic trips to various heritage sites including religious centres, National Galleries and historical locations. In this way, people could learn about the history and contributions of various communities residing in Edinburgh. The project saw collaboration between heritage bodies, such as the National Galleries of Scotland and Edinburgh libraries, and local community groups as well as charities supporting minority communities in the city who all contributed significantly to the project. It was run with a large team of volunteers who come from the minority communities taking part in the project. This ensured further buy-in and increased access to community members. The project was the winner of the CEMVO Ethnic Minority Impact Awards 2017 in the Education category.

The project approached the question of shared heritage by enquiring about the memories, challenges and contributions along the personal cultural journeys of individuals and their families. It took an intergenerational perspective to better understand and reflect the diverse views that each generation shares. This enabled people to better understand cultural traditions and their links to Scotland. ‘Routes to Roots’ unveiled stories of key contributors to Scotland’s heritage landscape from these minority communities. The project was able to explore the heritage of many of the communities in Edinburgh that are underrepresented and bring this information to new audiences. The project brought together people from a wide variety of backgrounds that rarely interact with each other in a meaningful way. Working with the African, Chinese, Spanish, Polish, and South Asian communities provided a fantastic variety in the communities’ cultures as well as the establishment of some communities in Edinburgh – some more established than others. The project also dealt with a very pertinent topic in immigration. A number of participants approached the Project Coordinator to say that they were delighted to be able to share their stories and to hear those of others. They said that it let them know that they were not alone.



Goals

1. To promote inclusion and celebration of multicultural heritage as well as depicting immigration in a positive light.
2. To involve the local Scottish and minority groups in order to encourage a mutual discussion and highlight the longstanding historical connections between the various communities.



Preconditions

The project was developed as a result of ELREC’s over forty years of work with minority communities in the city. Through this relationship it was observed that knowledge and understanding of the shared histories and cultural traits between communities was lacking from all sides.



Financial Support

- Local
- Territorial
- National
- International

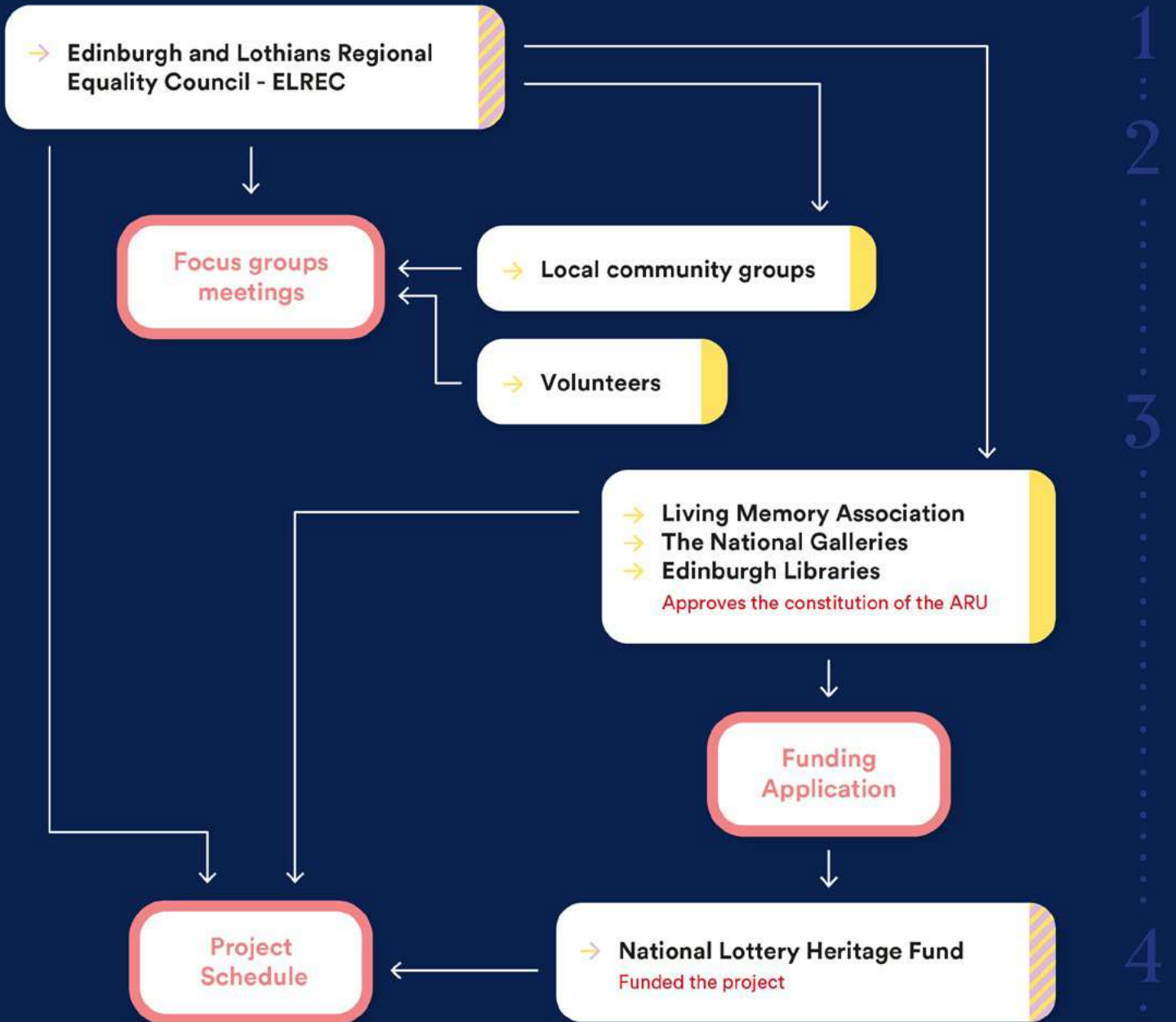


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders
 ● Private Stakeholders
 ● Public and Private Stakeholders
 ● Actions



IMPLEMENTATION

- Reduction of integration problems between commons: interviews focused on four distinct periods. All of these interviews were filmed and uploaded to YouTube, video podcasts were being created that focused on various heritage-based topics. Both interview and podcast videos were stored by Edinburgh Libraries in their Capital Collections website, a digital archive of the history of Edinburgh.
- The interviews were all transcribed and compiled into a book which followed the same structure as the interviews with each chapter focusing on the different periods of the interviewees lives. Each chapter included quotes from each interviewee. Once the book was finalised and printed it was distributed to various community groups, as well as distributed to all libraries within Edinburgh. A book launch and exhibition was held at Edinburgh Central Library, a prominent location in the heart of the city. The exhibition lasted for six weeks and members of the public could take a free copy of the book.

Problem	Activity Description	Objectives	Indicators	Impact
	<ol style="list-style-type: none"> Despite its richness, most of the ethnic minorities' heritage are not well known to the general public. It is locked up in individuals' stories, memories and knowledge, and in unexplored aspects of Scottish history. The 'Routes to Roots' project explored the shared heritage between Scotland and the different communities within Edinburgh and Lothians, engaging in the historic, cultural and religious heritages of minorities. 			

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	The project was developed as a result of ELREC's over forty years of work with minority communities in the city. Through this relationship it was observed that knowledge and understanding of the shared histories and cultural traits between communities was lacking from all sides. While each community had a rich array of cultural events and celebrations happening in the city this was not common knowledge for the general public. Minority communities often felt that the cities history and heritage did not involve them and were also, therefore, less likely to get directly involved with various aspects of the cities heritage. It was decided that a project to help bring people together to learn about this shared history was needed.			
STEP I	The project was developed in 2015 and 2016 by ELREC with a significant amount of engagement with local community groups. Focus groups and meetings were held with a wide range of local community stakeholders to ascertain their priorities and needs in order to tailor the project to best fit these, and get community buy in right from the start. Potential interviewees were contacted and a list created. Once this was done ELREC reached out to relevant local heritage organisations that would be best placed to provide the required activities. This brought on board the Living Memory Association, a local charity that had extensive experience in recording oral history, the National Galleries, and Edinburgh Libraries who all agreed to offer assistance 'in kind' by providing staff time, training and tours for the project. This culminated in a funding application that was accepted by the Heritage Lottery Fund by ELREC for the entirety of the costs for the project.			
STEP II	The project then ran for two years between 2016 and 2018. The project coordinator, who could demonstrate experience of community outreach and knowledge of heritage, oversaw and managed the project activities. He supervised the work with volunteers and partners to ensure successful results. The ELREC administrator managed the financial and administrative aspect of the project. This step involved conducting free visits to local heritage sites with a particular focus on sites that focused on shared history. This helped to further advertise the project to local communities. The project team including manager, coordinator, volunteers and community members met at least once a month to review and improve delivery methods. The project invited partners, volunteers, participants and interviewees from various minority communities across Edinburgh. Interviewees provide the content of the project through their own stories.			
STEP III	The project then began interviewing community members about their experiences of making Scotland, and Edinburgh, their home. The interviews all focused on four distinct periods in the interviewees lives: their background and life before coming to Scotland, their arrival in Scotland, their current life and their general thoughts on immigration. All of these interviews were filmed and uploaded to YouTube. At the same time, video podcasts were created that focused on various heritage-based topics. Both interview and podcast videos were stored by Edinburgh Libraries on their Capital Collections website, a digital archive of the history of Edinburgh.			
STEP IV	The interviews were all transcribed and compiled into a book that provided a snapshot into the lives of the interviewees. The book followed the same structure as the interviews with each chapter focusing the different periods of the interviewees lives. Each chapter included quotes from each interviewee. Once the book was finalised and printed it was distributed to various community groups, as well as distributed to all libraries within Edinburgh. A book launch and exhibition was held at Edinburgh Central Library, a prominent location in the heart of the city. The exhibition lasted for six weeks and members of the public could take a free copy of the book.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To promote inclusion and celebration of multicultural heritage as well as depicting immigration in a positive light. To involve the local Scottish and minority groups in order to encourage a mutual discussion and highlight the longstanding historical connections between the various communities. To highlight the contribution that minority migrant communities had made to Edinburgh's and Scotland's heritage. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Number of stories which have been captured and the number of views on the EM heritage YouTube channel and the comments received for the project. Number of heritage site visits and the number people who attended, including their backgrounds, gender and ages. Number of participants at the book launch and the number of people visiting the exhibitions and who gave feedbacks. Collection of feedback from all participants through questionnaires during heritage site visits. The quantity and location of the books deposited and the feedback received from readers. How many stories have been captured and transcribed. How many videos have been made in non-English languages. Quantity of video views. The comments received from the books and the videos. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> The project was well received by the communities who were keen to tell their own stories and show the wider society the contributions that they have made to the city and the region. There was a greater awareness within these communities which is now a greater awareness of their own contribution to society and of their connections, not only with Scotland but with other communities that have also made Edinburgh their home. For example, a visit to the Jute Museum in Dundee was attended by 35 members of the Bangladeshi community who learnt about how the Jute grown in their country had been brought to Scotland, sustained the lives of people here and shipped across the world. Those on the trip expressed that this had not been known to them. The material archived by the library and the books provided a snap shot of the migrant communities in Edinburgh for posterity. Volunteer recruitment was a particular success with the project involving a total of 39 volunteers, 19 of them coming from BAME communities. All of the filming and video editing, accounting for some 160 days of volunteering time through the course of the project, was completed by total of 10 volunteers. A volunteer, who came through Duke of Edinburgh programme, which had little experience of filming and editing videos, has since this gone on to work with a number of other organisations and groups. A total of 30 interviews were conducted with members of these minority communities and their stories recorded through video and distributed online. These were then transcribed and published in a book that was distributed across the city and an exhibition was created that highlighted the findings. Edinburgh Libraries also added the findings and videos to their digital archive of the city. The project also produced a total of 24 video podcast episodes on diverse topics relating to the heritage of these communities. The podcast videos were also very successful with a number of different topics covered. The book that was created has been very successful and has proved very popular with 500 distributed within 3 weeks of the book launch. Overall, the heritage site visits were very successful. Each trip had good attendance and fascinating discussions were had by each group about the different aspects of the religions and cultures that were focused on. 		

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Aviva

Population | Management | Environment

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Agenda 2030 — Sustainable Development Goals



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The “Plan de Mobilización de Vivienda Baleira de Santiago de Compostela AVIVA”, aims to facilitate or provide access to a worthy dwelling for people who require a home. The programme of empty houses for social rent, was launched with the collaboration of the municipalities called FEGAMP Federación Galega de Municipios e Provincias, which started in 2017 (BOP 07/17/2017) and the call publication in 2018 (BOP 19/10/2018) with municipal and autonomous government subventions. The Programme was related to the “Santiago de Compostela Agreement with the collaboration between the IGVS and the FEGAMP for the Vacant Housing Programme in the Galician Plan of Rehabilitation, Rent and Improvement of the Access to Housing through the period 2015-2020 “. Within this project, the Service Department for Citizens, Housing and Mobility implemented a list of vacant private houses that could be rented, in which owners could endow information about their property and elucidate why they are not renting them, reactivating the

empty private housing stock along so that it can be used and returned to its original purpose, giving life to degraded areas where these circumstances existed. Furthermore, this provided tools to enable the owners to rent their properties. Jorge Duarte said that the objective for homeowners susceptible to participate in the programme “was to keep rent prices 20% below market prices, so that they could have tax benefits, and direct help for rehabilitation that could be of about 1,200 euros per housing “.

The Santiago Consortium promotes and participates in different aid programs for the rehabilitation of houses and buildings in the Historic City of Santiago, offering technical and economic support. Through its Technical Office, it carries out technical advice to the citizens, helping them to diagnose the intervention needs in their homes and accompany them throughout the process. A direct, personal and qualified attention to the inhabitants of the historical city and the stakeholders were involved.



Goals

- To increase the supply of affordable rent for the population of Santiago.
- To give vitality to degraded areas by providing tools to private owners in order to move their properties to a defined protected level.
- To engage owners in the mobilisation of empty housing offering specific advantages.
- To provide private stakeholders with the assurance of a safe guaranteed leasing to third parties and to recover the stock of vacant properties.



Preconditions

The procedure for granting aid was related to the Agreement of Santiago de Compostela for the Collaboration between IGVS and FEGAMP for the development of the housing programme which regulated home vacancies in the scope of the Galician Plan for Rehabilitation, Rent and Improvement of Access to Housing 2015 - 2020 (RehaVita Plan), signed on September 5, 2016.



Financial Support

- Local
- Territorial
- National
- International

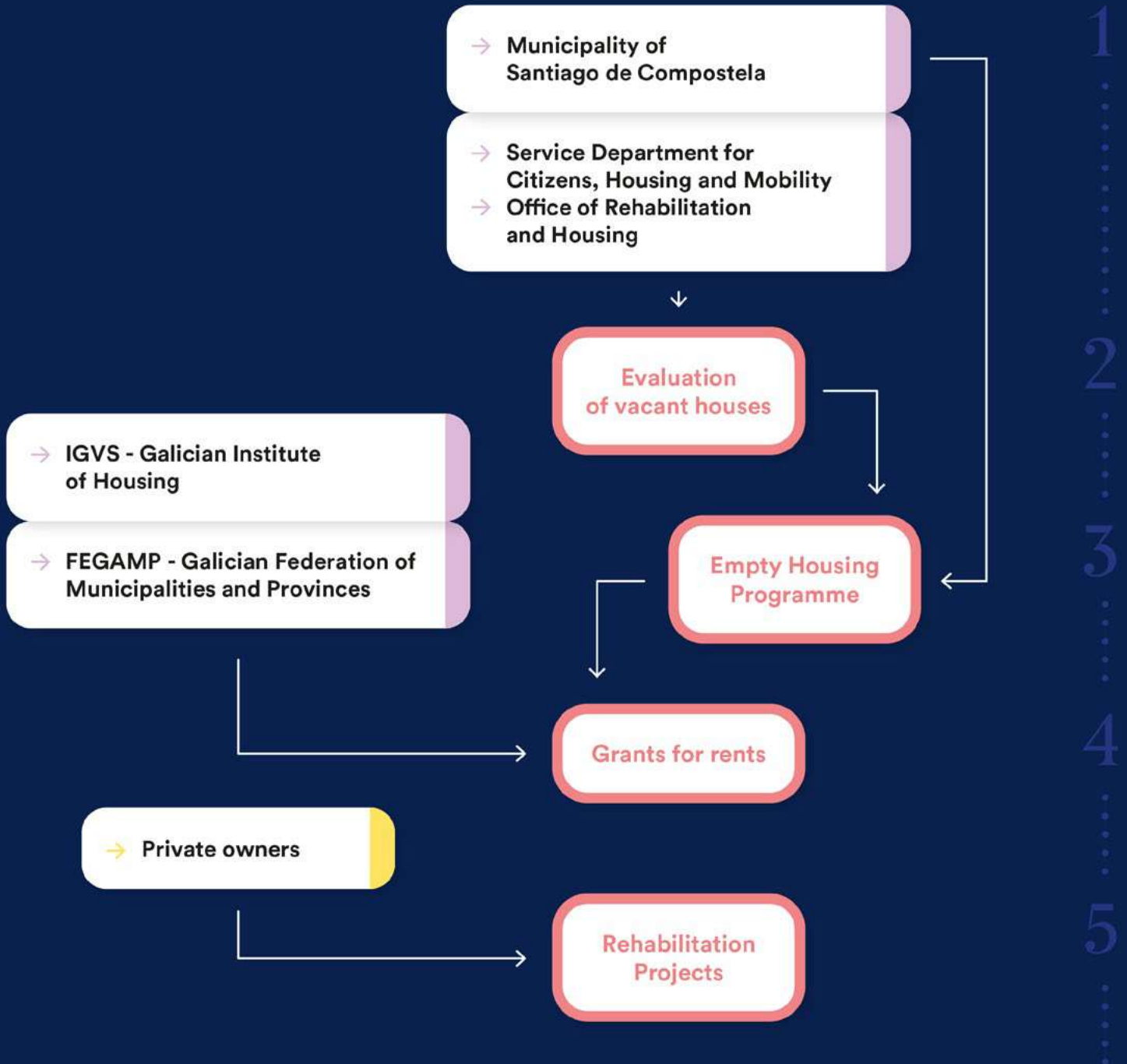


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



IMPLEMENTATION

- Assistance by the Municipality for the rehabilitation of the vacant houses of private owners for social rentals.
- All the data collected will be used to define a comprehensive and ambitious programme to promote rentals through municipal grants that will be compatible and which owners could get in the next stage of the programme of vacant housing.
- Structure a city networking of rehabilitation operators, promoting a constructive and successful practice, sufficiently experienced to preserve and improve these buildings.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Santiago has a large number of empty houses running the risk of deterioration. At the time there were many people who wanted to enter the rental market but who faced difficulties deriving from high prices. 2. The existence of 9,000 empty houses in Compostela. 3. The water consumption data registered the decrease of 5 cubic meters per year which is considered abnormally low. In Santiago there are a total of 3,582 apartments that do not exceed 3 meters of annual water consumption, and in 2,030 there was no record of water consumption throughout the year. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	The procedure for granting aids was related to the Agreement of Santiago de Compostela for the Collaboration between IGVS and FEGAMP for the development of the Housing Programme which regulated home vacancies in the scope of the Galician Plan for Rehabilitation, Rent and Improvement of Access to Housing 2015 - 2020 (RehaVita Plan), signed on September 5, 2016.			
STEP I	The Municipality with the Office for Rehabilitation and Housing (Oficina de Rehabilitación e Vivenda), collected all information and data in a list which was used to define a comprehensive and ambitious programme to promote rental through municipal grants, compatible with the ones from the Galicia Committee, and which owners could get in the next stage of the programme of vacant housing.			
STEP II	The Citizen Space and Right for Housing and Mobility Councilor insisted that the Municipal Plan Mobilisation of empty houses was one step beyond the Autonomic programme which the City Council joined “and was intended only for people at risk of social exclusion”. The City Council of Santiago implemented the 2017 Plan which was directed towards people who didn’t exceed 3.5 times the minimum wage. The Councilor for Inhabitants, Housing and Mobility, took the opportunity to advise the committee to work on a law for residual housing, which allowed to make a documentation of the 100% vacated housing, as was the intention of the local government. These revenues would allow a 50% discount for owners who decide to participate in the Mobilization Plan.			
STEP III	<p>The Galician Committee established two guarantees:</p> <ol style="list-style-type: none"> 1. Multi-risk and surety insurance (12 monthly payments), legal assistance claim. 2. Assistance for the rehabilitation and adaptation of houses. 3. Fiscal bonuses. Reductions and bonuses in the IBI and exemptions in the payment of licenses for works. 			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. To increase the supply of affordable rent for the population of Santiago. 2. To give vitality to degraded areas by providing tools to private owners in order to move their properties to a defined protected level. 3. To engage owners in the mobilisation of empty housing, offering specific advantages. 4. To provide private stakeholders with the assurance of a safe guaranteed leasing to third parties and to recover the stock of vacant properties, in order to fulfill the lack of the homes susceptible to take part of the Mobilisation Plan. 5. To socially promote the culture of rehabilitation and the consistent maintenance of the buildings of the historical city. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Number of rehabilitated houses. 2. Number of promoted rentals in the city centre. 3. Number of new inhabitants. 4. Percentage of grants. 		

Problem	Activity Description	Objectives	Indicators	Impact

The programme received a total of 31 applications. For its part, the carpentry programme received 34 requests, and was valued as “very positive” by the Consortium, this implies that “the owners are very aware of the importance of keeping their homes”.

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Control of tourist accommodation

Tourism | Regulation

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Agenda 2030 — Sustainable Development Goals



Bordeaux noted that the offer of accommodation for tourists had grown due to the emergence of booking platforms like AirBnB or Booking. This development is a threat to the quality of life of residents. It drives up prices and decreases affordable supply. Bordeaux is in favour of digital opportunities that allow residents to take advantage of the city's tourist attractiveness through additional income. However, since July 2017, Bordeaux has taken measures to control the change of use and protect the historic centre of tourism by restricting the development of short-term rental accommodation. On 7 July 2017, the Bordeaux Métropole adopted a regulation (Délibération 2017/488) on the change of use, which came into effect on 1 March 2018. By preventing any further abolition of housing in Bordeaux, this initiative aims to guarantee the current offer. Rules are: Any furnished short-term rental accommodation is subject to creation of an equivalent-sized dwelling in the same sector, including a parking space. One exception:

the primary residence, which can be rented in part, without a time limit, or in full, within the limit of 120 days / year, without counterpart. Whatever the situation, any rental of furnished tourist accommodation is subject to a declaration via the website of the tourist tax of Bordeaux Métropole. A regulatory registration number is issued instantaneously (Délibération 2017/268). It must be affixed on any medium of diffusion of the announcement. Any offender, renting illegal tourism accommodation, is liable to penalties up to € 50,000 in fines (civil law) and € 80,000 in fines (penal law).

A team of five sworn agents (including two full-time positions on this specific mission) has been implemented for this purpose within the Department. That team makes the population aware of and informs it about this new regulation. It also ensures its respect, in particular by controls throughout the Municipality and by active monitoring on the various websites.



Goals

Promoting the maintenance of a diversity of population and functions of the historic centre increases resilience to unforeseen changes, maintaining a balance between the tourist accommodation offer and the housing offer in the historic centre.



Preconditions

Elected head of tourism has warned about the increase in tourist accommodation facilities due to the ease of reaching the city. Many apartments have been bought to be converted into tourist accommodation, allocating homes to short-term rental, stealing market shares from residential rentals.



Financial Support

- Local
- Territorial
- National
- International

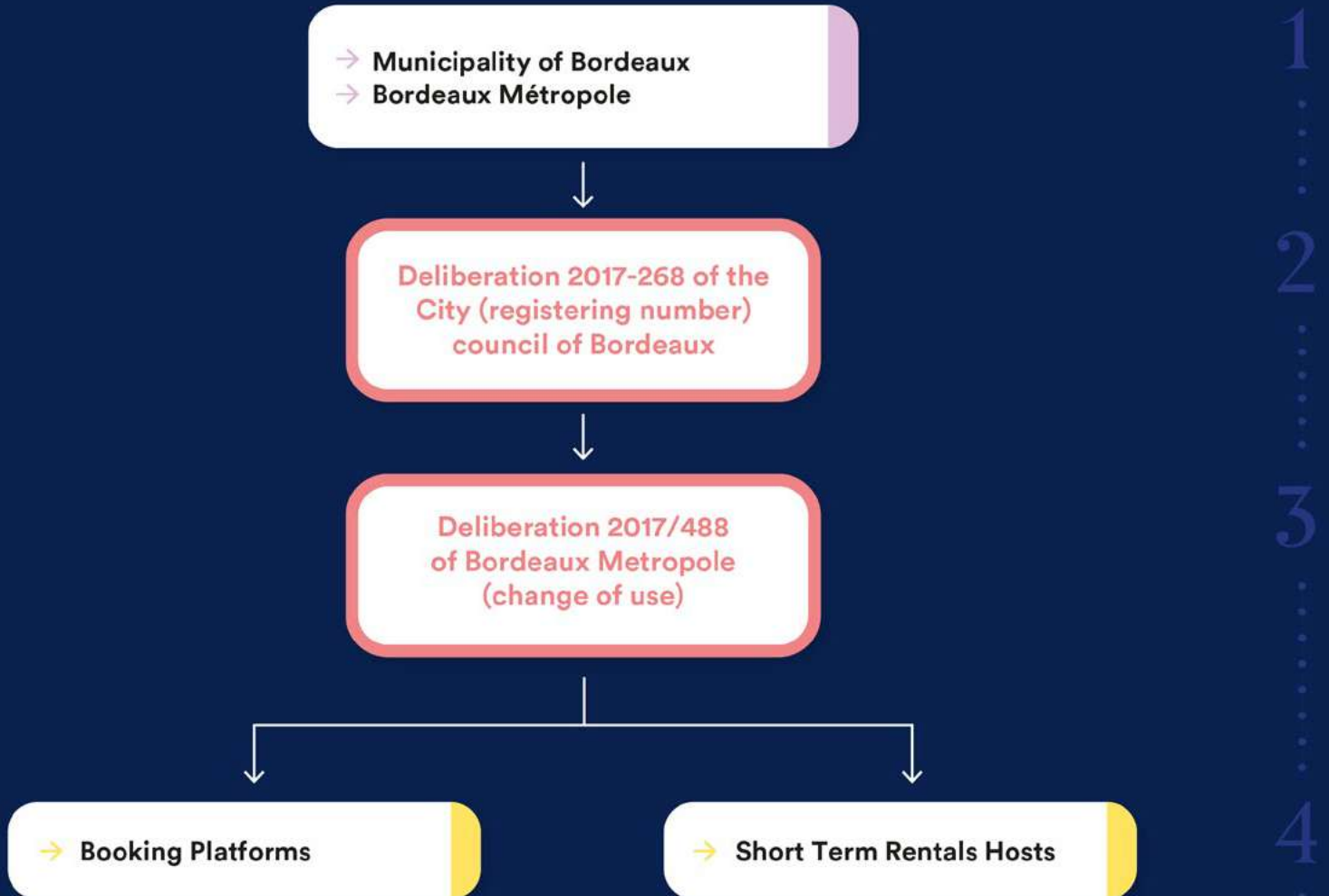


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders
 ● Private Stakeholders
 ● Public and Private Stakeholders
 ● Actions



IMPLEMENTATION

- Citizens that want to use their house as STRs have to register their regulatory registration number.
- The regulatory registration number must be shared in any medium used to promote the apartment.
- Any offender, renting illegal tourist accommodation, is liable to penalties of up to € 50,000 in fines (civil law) and € 80,000 in fines (penal law).

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Infrastructure works have made Bordeaux more attractive and more reachable. 2. The elected head of tourism department warned about the increase in tourist accommodation facilities due to the ease of reaching the city. It has resulted in a rise of housing prices. 3. Many apartments have been bought to be converted into tourist accommodation, allocating homes to Short-Term Rentals, stealing market shares from residential rentals. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	July 2017: political decision.			
STEP I	Adoption of local regulation to protect housing and limit short-term rentals.			
STEP II	Délibération 2017/488 of Bordeaux Métropole (change of use) + Délibération 2017- 268 of the City Council of Bordeaux (registration number).			
STEP III	October 2017 – March 2018: Technical implementation.			
STEP IV	Hiring of the team in charge of the new regulation.			
STEP V	March 2018: regulation enforcement.			
STEP VI	From March 1st, 2018, only primary residences can be rented on short-term basis up to 120 days/year.			
STEP VII	A team of 5 sworn agents has been set up for this purpose within the Department that delivers the permits of construction of the Territorial Metropole of Bordeaux.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. To promote the maintenance of a diverse of population and the functions of the historic centre increases resilience to unforeseen changes, maintaining a balance between the tourist accommodation offer and the housing offer in the historic centre. 2. To reduce the black market from 90% to 70%. 3. To ensure a better distribution of visitors to the territory. 4. To mitigate the tendency of increasing the tourist reception function of the historic centre. 5. To help preserving the supply of affordable housing for residents. 6. To anticipate and to counter the effects of over-tourism and conflicts with residents. 		

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> 1. Number of AirBnB present in the city of Bordeaux. 2. Number of AirBnB regularly registered. 3. Ratio between the number of AirBnB regularly registered and the number of AirBnB present in the city of Bordeaux. 		

Problem **Activity Description** **Objectives** **Indicators** **Impact**

On March 1st, 2019, 2,406 hosts are registered on the Visitor’s Taxation portal, of which 1,544 hosts have been registered since March 1, 2018. This increase reflects the obligation of the accommodation providers to register, even if there are still thousands of housing offers with no registration number. The extensive negotiation extends to booking platforms, such as “booking.com”, which began to remove accommodation ads which do not present a registration number.

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Mobile analytics

Tourism | Visitor Management

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Agenda 2030 —
Sustainable Development Goals



The city of Florence is daily reached by thousands of people who arrive for different reasons: job, tourism, to visit friends and relatives; in other words, city users. The main aim at the basis of the project is to monitor the flow of people in the Historic Centre of Florence. The project consists of the acquisition of data deriving

from the telephone traffic of two of the main telephone operators in Italy, in order to integrate the information already available on tourism and on the utilization of the city by the city users. This is an absolute novelty since similar experiences are not known at a municipal level, and only a few of them at a wider territorial level.



Goals

To identify the flow of people in the Historic Centre of Florence.



Preconditions

Project that arises from the need of the Municipality of Florence to monitor those dynamics unknown by official statistics and to develop a greater knowledge of the “dynamic” movement phenomena that affect the territory in order to make a more effective management of city mobility, tourist flows, and the intervention of civil protection.



Financial Support

- Local
- Territorial
- National
- International

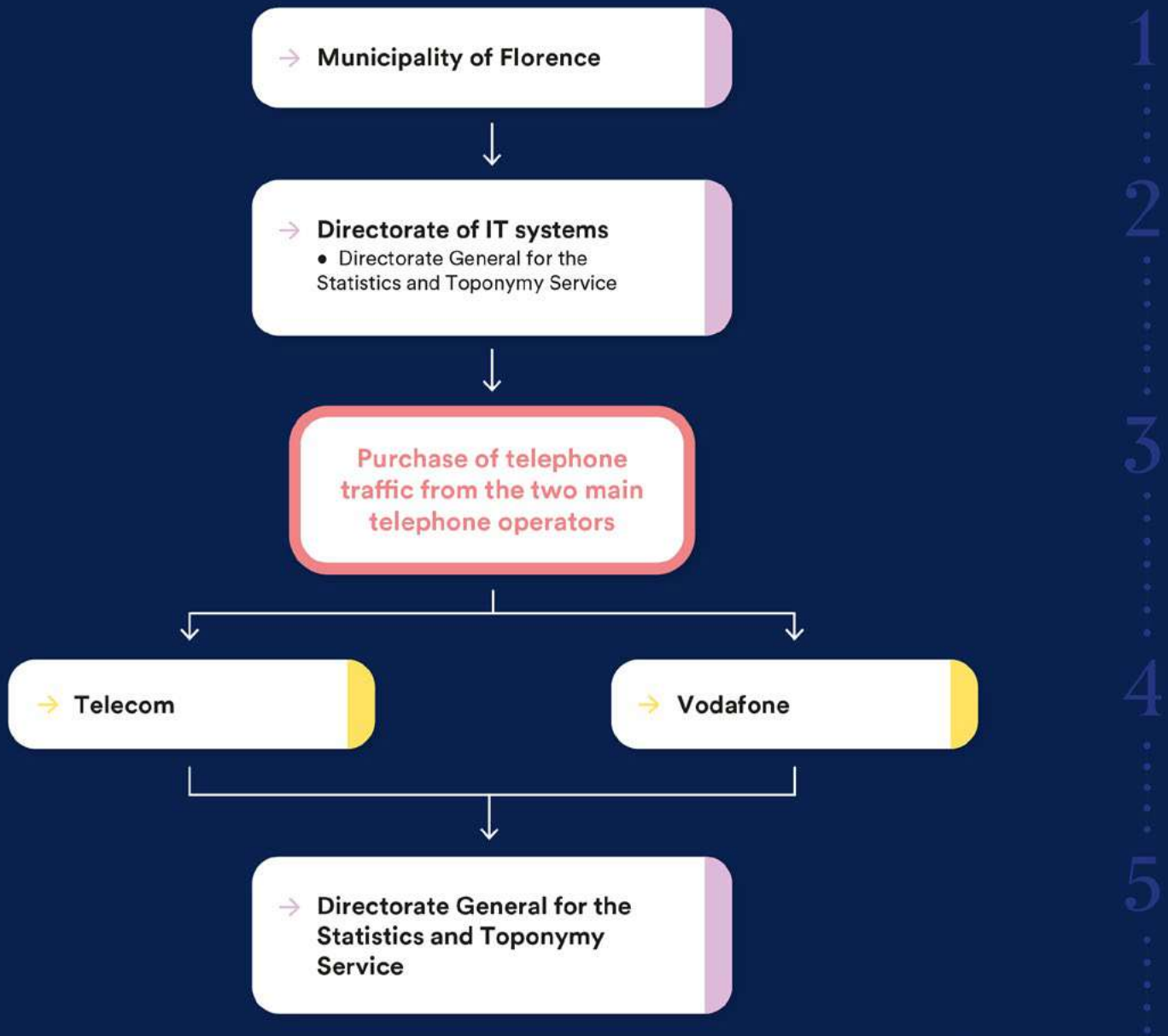


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders
 ● Private Stakeholders
 ● Public and Private Stakeholders
 ● Actions



IMPLEMENTATION

- Verification of the quality of the data received by the Statistical Office of the Municipality.
- Comparison between the Statistical Office and the data providers and request of additions.
- 4 months of full work of data analysis by 2 people from the Statistical Office of the Municipality.
- Official presentation of the data in November 2017.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Lack of information about people who transit in the Historic Centre of Florence. There is the need to understand the origins of the flow and to quantify the actual number of: residents, commuters, tourists and excursionists. There is also the lack of information about the tourist rentals – different from hotel and non-hotel accommodation.
2. The project was created to identify those people who are not registered in the civil registry and also to measure the tourist flow.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

- PRECONDITIONS** Necessity to monitor the flow of people in the Historic Centre.
- STEP I** The Municipality of Florence contacts the major telephone operators in Italy to purchase the telephone traffic.
- STEP II** At the end of 2016, the data was delivered by Vodafone and Telecom to the Municipality of Florence.
- STEP III** The following step is the verification of the quality of the data received by the Statistics Office of the Municipality of Florence and the comparison of the data between the Statistics Office and the data providers and request of additions.
- STEP IV** After the integration of the data, 4 months of full work of data analysis by 2 people from the Statistics Office of the Municipality of Florence have been necessary to elaborate the output.
- STEP V** In November 2017, the data were officially presented.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. To identify the flow of people in the Historic Centre of Florence, in order to be able to organise city services for residents, tourists and commuters.
2. To monitor the movement of the excursionists to better understand their provenance and their itinerary, with the purpose of better management of the flow.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Number of Unique Presences: are the people that have been present in an area. People travelling by train or cars are excluded. This method permits to identify how many people have been present in the city, ignoring the time spent in the city.
2. Number of Statistical Presences: the presence of an individual for 6 hours in an area is counted as “1 person”. For this reason, if a person stays 6 hours in Florence is counted as 1, if 12 hours as 2, if 3 hours as 1/2. This method considers the time spent in the city and so, the potential phenomenon of congestion (contemporary presence).

Problem **Activity Description** **Objectives** **Indicators** **Impact**

Thanks to Mobile Analytics it is possible to have new data, that were not available through official statistics, about:

- Tourists that stay overnight in Florence in “non-regular” receptive facilities.
- Tourists that do not stay overnight in Florence.
- Occasional visitors present in Florence for other reasons than tourism.
- People who live in Florence and have legal residence elsewhere.
- People who live elsewhere and have legal residence in Florence.

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Visit Amsterdam, see Holland

Tourism | Visitor Management

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Agenda 2030 — Sustainable Development Goals



Since 2009 Amsterdam is actively integrating the region surrounding the city, the Amsterdam Metropolitan Area, into the destination Amsterdam. Before that period the city of Amsterdam and each municipality just promoted themselves. At that time only 18% of international visitors to Amsterdam also made a visit to the region. The result of this new cooperation shows a significant growth in international visitor spending in the region, consistent growth in overnights of the total destination (city and region) and more employment in the region surrounding the city. At the same time part of the visitor pressure on the city centre is being spread over a bigger area and the region is benefitting more from the success of the tourism in the city of Amsterdam. In order to stop visitors from staying in Amsterdam and to inspire them to explore the region, the marketing concept for the Amsterdam Metropolitan Area had to meet a set of different criteria and objectives:

- To create one integrated marketing concept for the Amsterdam Metropolitan Area targeting international visitors to Amsterdam and promoting it as a single destination: Amsterdam;
- To encourage the international visitor to Amsterdam to become a repeat visitor;
- To show the diversity of the Amsterdam Metropolitan Area.

In order to realise these objectives, the Amsterdam Metropolitan Area had to be split into different distinctive touristic areas, easily recognisable for the visitor, hereon in described as “characters”. Besides the objectives mentioned above, it was the intention of Amsterdam Marketing to come up with a marketing concept that would be adopted by all stakeholders and therefore would create a sustainable and lasting effect, even when the project Visit Amsterdam, See Holland ends.



Goals

To spread the Tourist Flow of Amsterdam to the Amsterdam Metropolitan Area



Preconditions

Increasing number of inhabitants and visitors in the city of Amsterdam and the consequent necessity to spread international visitors to Amsterdam over a greater area: the Amsterdam Metropolitan Area.



Financial Support

Local	<input checked="" type="checkbox"/>
Territorial	<input checked="" type="checkbox"/>
National	<input checked="" type="checkbox"/>
International	<input type="checkbox"/>



Final users

Public entities	<input checked="" type="checkbox"/>
Inhabitants	<input checked="" type="checkbox"/>
City users	<input checked="" type="checkbox"/>
Tourists	<input checked="" type="checkbox"/>

PLANNING



IMPLEMENTATION

- 36 municipalities and 2 provinces in the Amsterdam Metropolitan Area started to work together on a variety of policy matters such as connectivity, sustainability, economy and urbanization.
- Every quarter the promotional organizations in the Amsterdam Metropolitan Area discuss the progress of the project and what actions can be taken together.
- Every year Amsterdam Marketing provides a plan with suggested actions for the following year. These actions are then approved by the Tourism Working Group.

Problem	Activity Description	Objectives	Indicators	Impact
	<ol style="list-style-type: none"> 1. During the last decade the population of the city centre of Amsterdam, the historic Canal District, grew by 6.5%. In the same period the number of day and overnight visitors to the city centre increased by 15%, the number of visitors to festivals by 25% and the number of cultural amenities by 62%. In 2007 the room occupancy rate of hotels in Amsterdam climbed to an extraordinary 81%. The city centre became more and more crowded with inhabitants, visitors, cultural amenities, events, festivals and congresses, cruise ships and hotels. 2. This in turn caused the inhabitants of the city centre to complain more about the liveability of the city: four out of ten inhabitants of the city centre say that during the last couple of years the city centre has become more crowded. More than half of these inhabitants say the sources of this crowdedness are tourists and day visitors. Although 73% of inhabitants still consider the city centre as cosy, the issue demands attention. Visitors are also complaining more about the overcrowding: according to the Amsterdam Visitors Profile, the percentage of visitors complaining is still low, but it is growing. 3. The region surrounding Amsterdam has some major highlights that are interesting for international visitors, but only 18% of international visitors to Amsterdam also made a visit to the surrounding region. This was due to a variety of reasons, including the lack of a coordinated and integrated marketing and promotional strategy for the whole Amsterdam Metropolitan Area. The region did not benefit much economically from the Amsterdam visitor. 			

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Increasing number of inhabitants and visitors in the city of Amsterdam, and the consequent necessity to spread international visitors to Amsterdam over a greater area.			
STEP I	In November 2008 the 36 municipalities and 2 provinces in the Amsterdam Metropolitan Area started to work together on a variety of policy matters such as connectivity, sustainability, economy and urbanisation. As tourism can be linked to these subjects, sights were set on expanding the tourism destination Amsterdam to the same geographical borders as the Amsterdam Metropolitan Area.			
STEP II	In 2009, the winning situation for Amsterdam and the region prompted stakeholders to make the case for funds from the Dutch National Government for a project that tried to strengthen the tourism economy of the region. The project Visit Amsterdam, See Holland was initiated by the City Region of Amsterdam, together with Amsterdam Marketing and three other participants, and financed by 11 municipalities, 2 provincial authorities, the regional authority and the national government via a state subvention programme on economic development. Amsterdam Marketing and the industry co-funded the project. The conceptual framework was formed by merging the individual interests into 16 recognisable distinctive areas for the international visitor, based on well elaborated research, inspirational translated into a joint marketing proposition for the city and the region, and targets and goals which projected a clear benefit for all participants. The total approach and concept of joining forces proves to be sustainable and exemplary in the complex field of integrated destination development. The tourism sector in the region is adopting the name 'Amsterdam' in order to attract more international visitors. Other promotional organizations in the region have started developing promotional tools to attract international visitors that make use of the same marketing strategy of the different themes/characters. Due to the impact of tourism, local amenities in the region are maintained or improved by attracting more international visitors to the region, inhabitants in the region profit.			
STEP III	After the success of 2009-2013, Visit Amsterdam, See Holland 2013-2016 was also carried out by Amsterdam Marketing. The marketing concept has been adjusted by simplifying the characters in order to bring more focus to the marketing. Besides doing promotion, it tries to further stimulate entrepreneurs to develop products that are linked to the marketing concept, thereby securing the sustainability of the concept.			

STEP IV

Currently, the Tourism Working Group is developing a tourism agenda with strategic targets for the period until 2025, with a variety of targets on connectivity, human capital, research, sustainability and marketing.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. To spread the tourist flow of Amsterdam to the Amsterdam Metropolitan Area.
2. To generate an increase in the economic contribution of visitors to the Amsterdam Metropolitan Area.
3. To increase the number of people employed in tourism.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. Increase in number of visitors to the region.
2. Number of people working in the tourism sector.
3. International Visitor Spending in the region.
4. Number of visitors in the museum of the region.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. More international visitors to Amsterdam also visit the surrounding region. In 2008, only 18% of all international visitors to Amsterdam made a visit to the region. In 2012 this number increased to 23% (800,000 visitors).
2. In 2015, although Amsterdam is still growing more crowded, a part of the overcrowding has been absorbed by the region. Without the integration of the region, the city would have been even more crowded with visitors.
3. The number of people working in the tourism sector in the Amsterdam Metropolitan Area has increased to 60,652 FTE (Full-Time Equivalent) in total at the end of 2011. This was an increase of 1,200 FTE since 2008.
4. International visitors spend more money in the region surrounding Amsterdam. In 2008 the economic contribution of international visitors was €822 million. This number increased by more than 40% to €1,180 million at the end of 2011.
5. Looking at the growth percentage of visitors number to attractions and museums between 2010 and 2013, nine locations in the region are part of the top 25 attractions of the Amsterdam Metropolitan Area. This is important for the region: due to the increase in visitor numbers, and therefore in income by ticket sales, these locations have become less dependent upon funding from the government.

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Special urban development plan for tourist accommodation (PEUAT)

Agenda 2030 — Sustainable Development Goals

Tourism | Regulation

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In 2014, the city council suspended the issuing of licenses to carry out tourist housing activities and all the files in progress and future files have, consequently, been stagnant since then. This included apart-hotels, guesthouses, hostels, hotels, youth hostels, collective residences of temporary accommodation and tourist apartments, including the seasonal rental of apartments called “HUT” (rental with no minimum duration with an economic counterpart).

The licenses issued before the suspension of 2014 are not being questioned if they are registered in the “Censo de Establecimientos de Alojamientos Turísticos - CEAT” and if no infraction is found. This system was implemented to limit the number of touristic apartments in the city centre, and therefore protect the inhabitants of Barcelona from a rise in prices.

The new Special Urban Plan for Tourist Housing (“Plan Especial Urbanístico de Alojamientos Turísticos - PEUAT”) responds to the

need to reconcile the activity of tourist housing within the city of Barcelona with an urban model of sustainable development. The plan consists of dividing the city into several areas to control all types of tourist accommodations and seasonal rentals in order to gradually move them away from the city centre. PEUAT responds to three main challenges raised in the diagnosis of the Strategic Tourism Plan 2020. First, PEUAT responds to the challenge of seeing to the social and economic equilibrium of the areas with greater tourist pressure and prioritises maintenance and attracting the resident population. Second, it responds to the need for managing the impact of tourist activities and making them compatible with daily life in the city. And, third, though certainly more indirectly, it responds to the challenge of strategically promoting cultural, heritage and recreational attractions in the extended area of the destination, by evaluating, in advance, the possible effects created.



Goals

To prepare comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players.
To promote the permanent residence of locals through multiple forms of tenancy and housing contracts.
To make the conservation of the cultural and natural heritage compatible with its enjoyment by ensuring that visits to it are compatible with its social function.



Preconditions

Government measure of 20 July 2015, known as the “Impetus to the Participatory Process on the Barcelona Tourism Model”.
Overall, this measure featured a wide variety of elements involving many issues on tourism, such as the creation of the Tourism and City Council and measures against illegal accommodation.



Financial Support

Local	<input checked="" type="checkbox"/>
Territorial	<input type="checkbox"/>
National	<input type="checkbox"/>
International	<input type="checkbox"/>

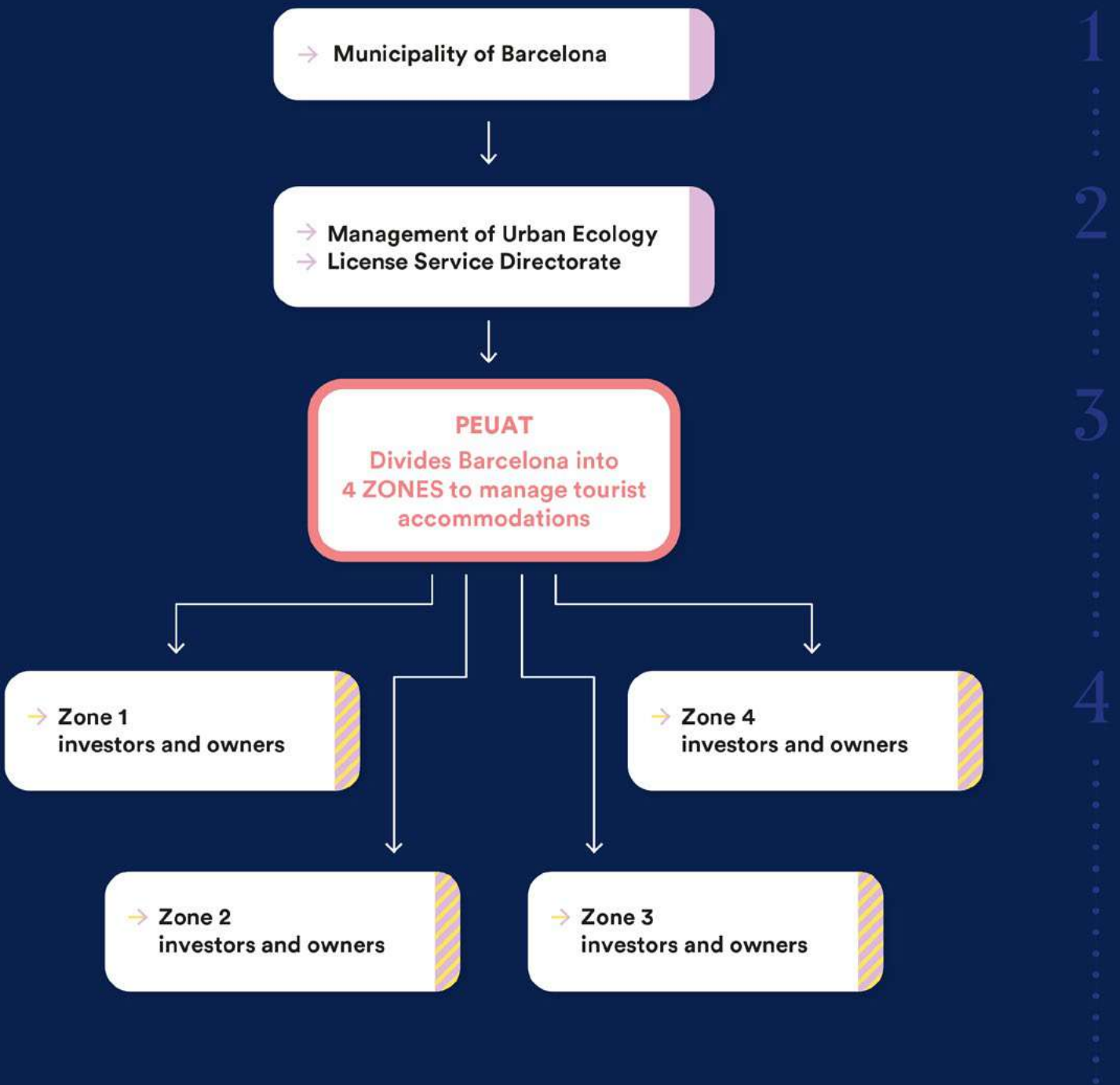


Final users

Public entities	<input checked="" type="checkbox"/>
Inhabitants	<input checked="" type="checkbox"/>
City users	<input type="checkbox"/>
Tourists	<input checked="" type="checkbox"/>

PLANNING

- Public Stakeholders
- Private Stakeholders
- Public and Private Stakeholders
- Actions



Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> The uncontrolled increasing number of HUT was depleting the life of the city of Barcelona, causing a displacement between housing for tourists and housing for permanent residents. The priority is to preserve the right to housing, avoid the impact that illegal tourist activity has on the rental market and guarantee a city for people to live in, where local residents are not forced to leave their homes. The loss of the resident population only furthered the tourism-influenced transformation (or development) of the district’s housing and shops. The conversion of housing blocks into hotels and housing units into tourist-use housing (HUTs) led to a rise in rental prices as well as other practices that finally harmed and penalised the district’s residents. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	The government measure, known as “Impetus to the Participatory Process on the Barcelona Tourism Model”, was decreed on 20 July 2015. Overall, this measure featured a wide variety of elements involving many issues on tourism, such as the creation of the Tourism and City Council and measures against illegal accommodation.			
STEP I	The Municipality of Barcelona, Management of Urban Ecology – License Service Directorate develops the Operative Manual of the Special Urban Development Plan For Tourist Accommodation (PEUAT).			
STEP II	Mechanism for managing tourist accommodation: Debate for dealing with the management, regulation and promotion mechanism of accommodation practices which fall outside PEUAT action.			
STEP III	The proposed Regulations on the Tourism Act of the Catalan regional government, presented in July 2016, provided for the creation of two types of accommodation that are not envisaged in PEUAT: hostel establishments (similar to today’s youth hostels, but especially for tourists) and tourist-use flats handed over for rooms, that is, the main flats that rent out rooms for short periods through tourist channels. There are therefore two new types that will foreseeably have to be considered in regulating accommodation.			
STEP IV	This line is conceived as a crucial tool for designing and launching proactive policies following the period of licence suspension and PEUAT’s drafting and approval. The belief is that joint work with public and private players is needed if we are to address the challenges of accommodation and their relationship with the urban environment. These policies have to be tackled out of a conviction that a virtuous future scenario is only possible through cooperation between the public authority and the private sector, both needed for ensuring the destination’s sustainability.			
STEP V	The PEUAT is operational and divides Barcelona into 4 areas managing the possibility to open new tourist accommodation.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To prepare comprehensive management plans for over-visited spaces to minimise their negative impact, in collaboration with private and community players. To promote the permanent residence of locals through multiple forms of tenancy and housing contracts. To adopt differentiated municipal action for each district and its necessities while strengthening the coordination of cross-cutting initiatives and municipal professionals in their territorial work. To make the conservation of the cultural and natural heritage compatible with its enjoyment by ensuring that visits to it are compatible with its social function. 		

Problem **Activity Description** **Objectives** **Indicators** **Impact**

The number of HUT cannot grow during following years. New HUTs can be opened only when another one closes.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

- ZONE 1** Degrowth area. It is not possible to create new places for tourist accommodation. If a structure closes, it cannot be replaced. Neighborhoods of zone 1: all the districts of Ciutat Vella, the former Eixample Left, the Eixample on the right, part of the district of Sant Antoni, the Poble-sec, Hostafrancs, Vila de Gràcia, Vila Olímpico and Poblenou.
- ZONE 2** Maintenance area for the number of sites and current establishments. If one establishment closes, another can be established with the same number of places. The plan defines the criteria of distances and densities based on the size of the establishments. In Area 2 area: Eixample Nova district, part of Sant Antoni, the Sagrada Família, Fort Pienc the quail fountain, Sants, Les Corts, Sant Gervasi - Galvany, and some districts Putxet, Vallcarca and Penitents, Health, Camp d'en Grassot i Gràcia Nova, Bassa Guinardó Park and Laguna del Poble Nou and Diagonal mar and the promenade.
- ZONE 3** Limited growth area. It's a good part of the rest of the city. In this area it will be possible to open new plants or expand existing ones considering the maximum density of places allowed.
- ZONE 4** Specific adjustment area. The areas of the Marina del Prat Vermell, in Sants-Montjuïc; The Sagrera, in Sant Andreu, and the northern part of the district 22, in Sant Martí, have specific characteristics regarding the urban situation and the planning of uses, and therefore have their regulations adapted to the territory.

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Coexistence programme between neighbours and neighbourhoods and housing and other accommodation for tourism use

Agenda 2030 — Sustainable Development Goals

Tourism | Community Engagement

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The City Council of Barcelona is promoting a series of measures with the main objective of improving tourism management in the city. In particular, it works to ensure that tourist activity is compatible with a sustainable urban model and that the city continues to be open to tourism, while promoting the right to housing and clear living standards. The Housing for Tourist Use (HUT) are houses assigned by the owners to sporadic tenants, directly or indirectly, in return for an economic consideration and for a stay of 31 days or less. In the city of Barcelona, there are 9,657 HUT censuses that offer 58,911 places of accommodation. Both the City Council and the operators involved are interested in offering a good service to the city's visitors and working towards providing a sustainable and responsible tourist destination. Given the importance of this offer for the number of places, it is necessary to work in mutual agreement towards the improvement of the

coexistence between these facilities with the neighbours, with those who share the buildings. The everyday dynamics that differ between tourists and the locals can occasionally lead to discomforts that affect their coexistence especially when it comes to the frequent use of shared areas such as elevators, stairs, entrances etc. that sometimes can be associated with a security problem. This programme is designed to promote measures to improve the coexistence between neighbours and HUT. The project started in January with an initial conflict mediation team of 4 people, who went to the HUT where there have been reported complaints and interact with the neighbours using mediation and facilitation tools. They will begin to work mainly in the districts of Ciutat Vella and Example, giving priority to those districts. This is a measure envisaged in the Strategic Plan for Tourism 2020, to promote coexistence between neighbours, owners and tourists.



Goals

Guarantee coexistence and social cohesion in the city's neighbourhoods by facilitating the integration of the activities derived from the use of housing for tourist use (HUT).



Preconditions

The project proposal is developed considering the common criteria for interventions with community mediation strategies established by the City Council of Barcelona, as well as the guidelines for coordination between the different municipal services and programs. This measure complements other actions carried out by the City Council in the framework of the improvement of tourism management in the city.



Financial Support

- Local
- Territorial
- National
- International

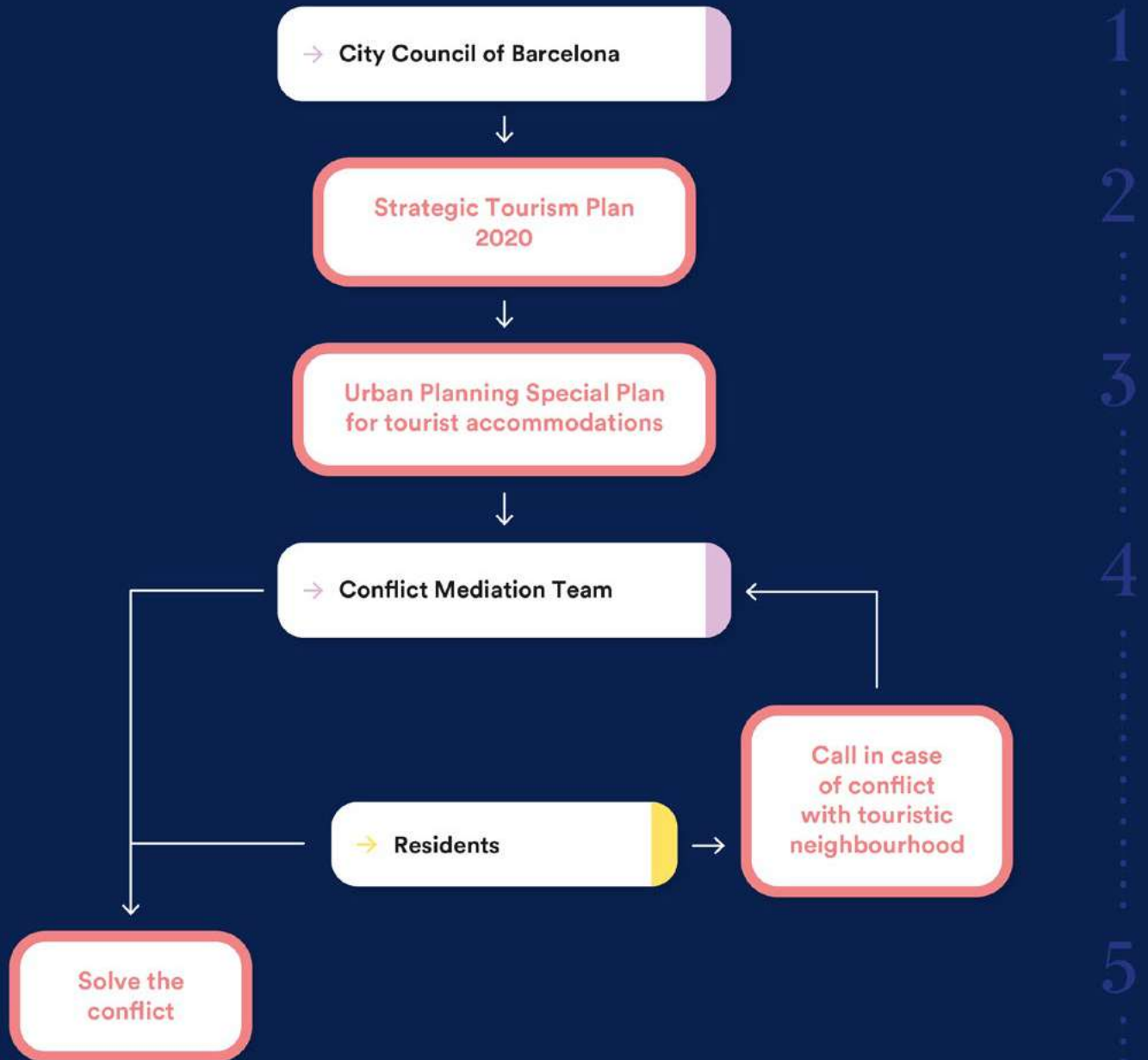


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



IMPLEMENTATION

- Identification of homes for tourism use where there have been complaints that have affected the coexistence.
- Once the properties with incidents have been identified, the action continues with the research work and the field work.
- The persons in charge of the service are presented to the people who have lodged complaints.
- To classify the conflicts detected as well as the measure that should be adopted.
- The service will promote monitoring and evaluation of the project with different departments of the City Council and with the partners of the project.
- In parallel to the proceedings of mediation in cases of denunciation and conflict, other measures that can be developed will be studied that promote the prevention of the conflict and the improvement of the coexistence.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

The increase in the number of HUT has generated a forced coexistence between tourists and residents. This coexistence can create conflicts between these two characters due to both the different use of shared areas of the house and to the different lifestyles adopted by tourists and residents.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

PRECONDITIONS The project proposal is developed considering the common criteria for interventions with community mediation strategies established by the City Council of Barcelona, as well as the guidelines for coordination between the different municipal services and programmes. This measure complements other actions carried out by the City Council in the framework of the improvement of tourism management in the city.

STEP I The approval of a Special Plan for Tourist Accommodation (PEUAT) that regulates the implementation of tourist accommodation establishments, as well as youth hostels, collective temporary housing residences and homes for tourist use. This regulation responds to the need to make the homes for tourist accommodation sustainable with an urban model based on the guarantee of fundamental rights and the improvement of the quality of life for the neighbours. The objectives of PEUAT are to alleviate tourist pressure, respond to citizen demands to stop the excessive increase of tourist accommodation in the city, seek urban balance and diversification and guarantee the right to housing.

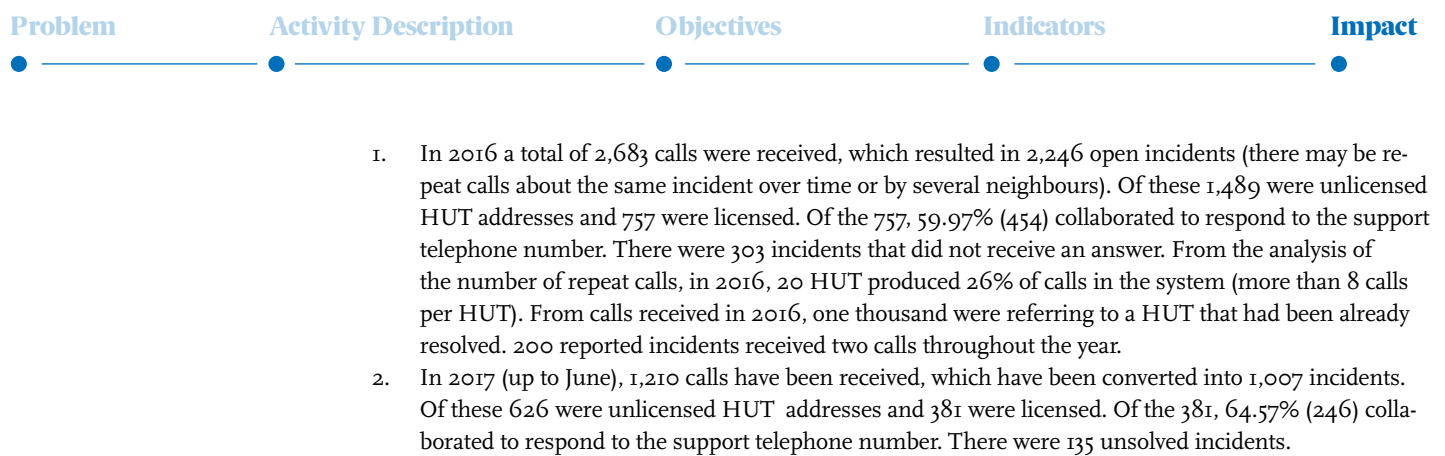
STEP II A shock plan has been implemented to enhance the following: the inspection of Tourist Accommodation, the monitoring of the adaptation to the norm, and the granting of licence for legal accommodation; the inspection teams and the technical resources available in order to document the offers on tourist accommodation throughout the city and in turn, complement it with other measures of communication and awareness. Its objectives are: to ensure coexistence, the right to housing and a sustainable urban model. The focus of the shock plan is illegal tourism activity. The search for illegal activity focuses on locating unlicensed homes or homes unregistered with the mandatory NRTC, via web pages (Tourism Registration Number of Catalonia).

STEP III City Council has promoted a stable work table with the tourist accommodation platforms throughout the city that have expressed their desire to comply with the legal terms, created with the aim of improving the sector, guaranteeing good tourism management. This measure of government is fundamentally operational and the intervention is prioritized to facilitate agreements, to intercede in conflicts, and to propose measures that improve the coexistence and the quality of life of the citizens of Barcelona. Mediation has been chosen as a strategy for the management of coexistence in the city.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. To guarantee the coexistence and social cohesion in the city's neighbourhoods by facilitating the integration of the activities derived from the use of housing for tourist use (HUT).
2. To create a facilitating and mediation team that intervenes where conflict in coexistence is manifested between the neighbours and the HUT to reach agreements and promote corrective measures
3. To prepare a collection of proposals that allow for the enrichment and protocolization of the Operation of the Programme with quantifiable references to the incidences of the activities of residents in the HUT.
4. To offer the partners (Federation of Neighbourhood Associations of Barcelona (FAVB) and APARTUR) a methodology and the resources to facilitate citizen coexistence and foresee conflicts over the diversity of interests.

5. To promote an alternative management of conflicts that promotes coexistence between neighbours, landlords and tourists.
6. To have quantifiable references of the incidences and of the activities of the residents in the HUT and other tourist accommodation registered in the different systems of the City Council.



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UNESCO Regulation

Tourism | Regulation

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Agenda 2030 —
Sustainable Development Goals

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Since 2012, as a result of the intervening liberalisation of the sector, there has been a dramatic increase in new food- and beverage-related activities due to the tourist pressure in the World Heritage site. To date, the expansion of the food trade inside the Historic Centre has led to a homogenisation of its functions, and therefore to the risk of distorting the identity of the area. It has been found that in relation to the retail outlets of foodstuffs, their presence for inhabitants in the World Heritage site is far superior to the average regional Tuscan data, and in recent years many commercial activities have opened that are mostly dedicated to the sale of alcohol and spirits compared to the sale of groceries to support the residents. This Regulation therefore intends to pursue the protection of the Historic Centre of Florence, a World Heritage site (an area with special value and of historical, artistic, architectural and environmental

interest for the city), by generally countering the degradation, the elements and behaviour that cause damage to the aspects of general interest, such as public health, civil coexistence, urban decorum, the historical urban landscape, and the cultural and the historical-architectural identity of the city centre. Also, in compliance with the urban mobility programmes, the regulation intends to limit or prohibit vehicular traffic and the prevent both atmospheric and acoustic pollution. In order to safeguard the Historic Centre, restrictions or bans have been applied to the opening of new activities. More specifically, this measure puts a three-year stop to the opening of activities selling food and beverages and fixed retail outlets of foodstuff, as well as artisan or industrial activities for the preparation or sale of food. Exceptions are provided for places of culture, libraries, theatres, cinemas and museums, where these activities can continue to open.



Goals

To avoid distorting the identity of the Historic Centre, by regulating the topic of the openings of economic activities for serving and selling food products and regulating the sale of alcohol.



Preconditions

The rules of the regulation apply to the establishment of the UNESCO World Heritage Historic Centre, as defined in the urban planning instruments based on the provisions of article 32.6 of the current Structural Plan in the Municipality of Florence.



Financial Support

- Local
- Territorial
- National
- International

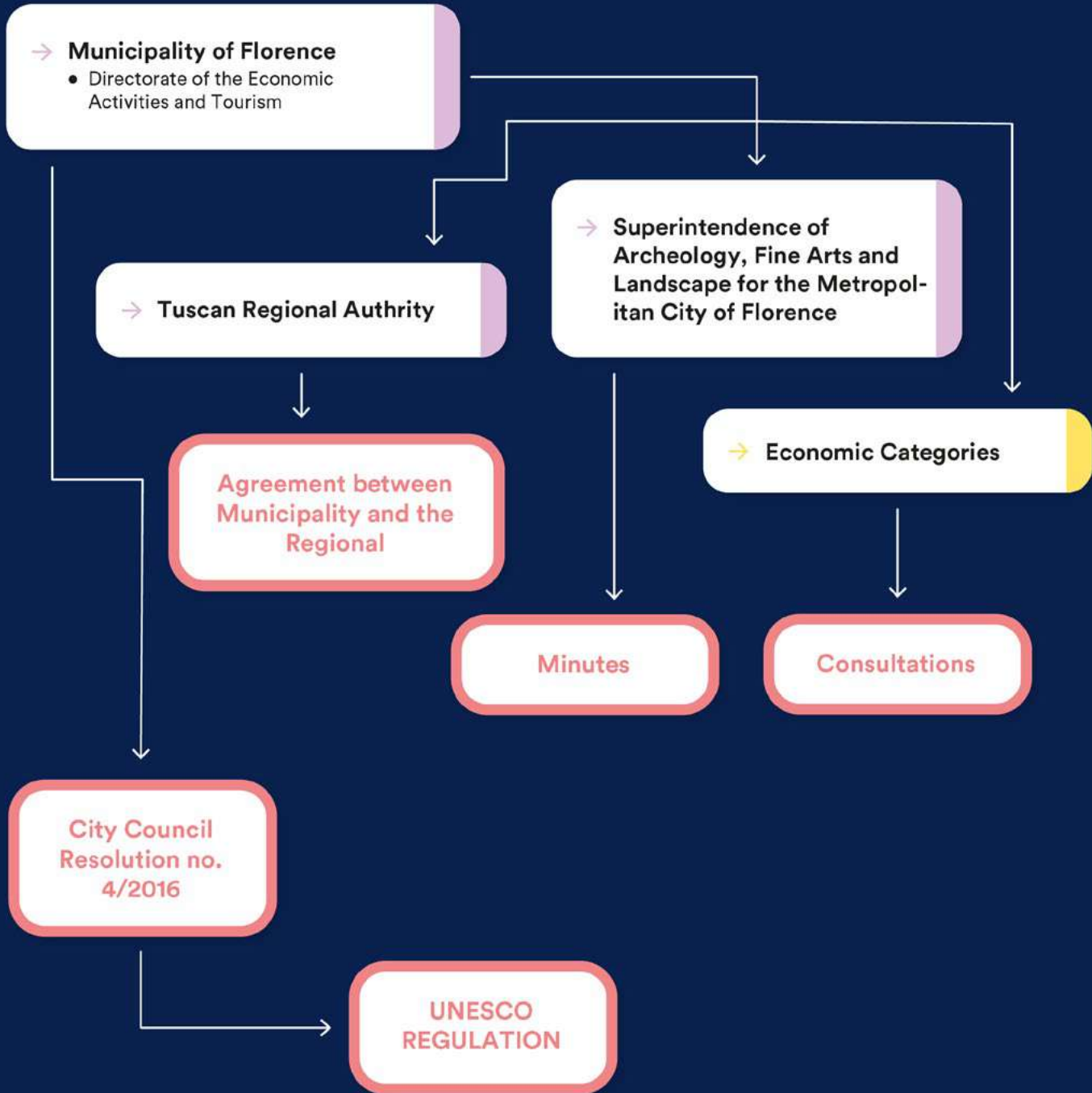


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders ● Private Stakeholders ● Public and Private Stakeholders ● Actions



1
2
3
4
5
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IMPLEMENTATION

- Prohibition of establishment of new food administration activities, except for derogations in the Historic Centre of Florence, World Heritage Site.
- Prohibition of establishment of new activities for 3 years and transfer of existing activities from outside to the Historic Centre of Florence, World Heritage Site, for food administration activities.
- Consolidation of the results referring to the application of the Regulation, by dissuading operations instrumentally aimed at neutralising the effectiveness of the restrictive regulations. Regulation for the Tourist Buses, rickshaw and scalpers.

Problem	Activity Description	Objectives	Indicators	Impact
	<p>The so-called “movida” when it becomes harassment, and the consequent uncontrolled consumption of alcohol, as well as activities such as dancing entertainment performed in places that are unsuitable or in an uncontrolled and disrespectful manner in the neighbourhood, the administration of alcohol, retail businesses and so-called “Minimarket” (open until late at night), but also the proliferation of places dedicated to the production of worrying fun-loving phenomena, are all factors that, if not adequately regulated, expose them to continuous and high risks of strong degradation and that put the protection of the artistic, historical and environmental values of the area in danger, as well as representing elements that generate dangerous situations for the safety of others (drunk driving, violence caused by altered states of mind, gambling, etc.)</p>			

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	<p>The rules of the Regulation apply to the establishment of the Historic Centre of Florence, World Heritage Site, as defined in the urban planning instruments based on the provisions of article 32.6 of the current Structural Plan in the Municipality of Florence.</p>			
STEP I	<p>The City Council Resolution no. 4/2016 establishes a stop to the opening of new activities as foreseen by the law, with exceptions made for those which: comply with the specific criteria (regulations governing the short supply chain and traditional products); propose innovative offers that fit well into the context of the Historic Centre (derogation procedure); establish, apply and monitor the Regulation with the applicable standards on the short supply chain goods; manage the derogation procedures.</p>			
STEP II	<p>Three-year stop to the opening of economic activities according to the regulation: because the expansion of the food trade within the Historic Centre gives rise to an authentic homogenisation of the activities operating in this area, and as a result risk the distortion of the identity of the World Heritage Site; because the estimate of the density within the World Heritage site is 217 economic activities per square kilometre, whereas outside this area, the estimate is 11 economic activities per square kilometre; because for the retail and commercial spaces and artisan/industrial activities involved in the production, preparation and/or sale of foodstuffs, the ratio is 181.80 activities per square kilometre in the World Heritage site against 13.93 activities per square kilometre outside this area; pursuant to an amendment to the Regulation due to City Council Resolution no. 27 dated 27.04.2017.</p>			
STEP III	<p>Consolidation of the results referring to the application of the Regulation by dissuading operations instrumentally aimed at neutralising the effectiveness of the restrictive regulations. Regulation for tourist buses, rickshaw and scalpers.</p>			

Problem	Activity Description	Objectives	Indicators	Impact
	<ol style="list-style-type: none"> 1. To avoid distorting the identity of the Historic Centre of Florence, World Heritage Site, by regulating the openings of economic activities for serving and selling food products and regulating the sale of alcohol. 2. To improve the quality and the specialty of the food trade. 			

Problem	Activity Description	Objectives	Indicators	Impact
FOOD SUPPLY SERVICES		<ol style="list-style-type: none"> 1. Number of annual presences. 2. Density of food supply services. 3. Number of new openings. 		
RETAIL FOOD SALES EXERCISES		<ol style="list-style-type: none"> 1. Presence per inhabitant. 2. Number of new openings. 		

Problem	Activity Description	Objectives	Indicators	Impact
FOOD SUPPLY SERVICES		<ol style="list-style-type: none"> 1. 2015: 9,215,038 presences. 2. 2016: 9,425,744 presences. 3. Density of food supply services inside the Municipality of Florence: 49.5 companies per Km2. 4. 88 new food supply services opened in 2016, against 67 average openings in the previous 5 years. 		
RETAIL FOOD SALES EXERCISES		<ol style="list-style-type: none"> 1. Presence per inhabitant in the World Heritage area: 5.28 local units per 1,000 residents against 1.36 local units per 1,000 residents outside the World Heritage area. 2. 35 new retail food sales exercises in 2016, against 54 average openings in the previous 5 years. 		

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Use of Tourism Tax

Agenda 2030 — Sustainable Development Goals

Tourism | Regulation

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In order to ensure that Porto is a sustainable reference destination, capable of preventing degradation and excessive occupancy, it is necessary that the city adjust and reinforce itself in the following levels: safety of people and goods, maintenance of public space, clean, signage, and in the supply of the cultural, artistic, leisure, urbanistic and housing. To achieve this, the city has to ensure that tourists participate in the payment of the “tourist footprint”. The application of these taxes will be allocated to the acquisition and rehabilitation of the buildings for rent and accommodate traditional residents. The Municipality of

Porto created the Tourism Tax based on existing models in Portugal and abroad. It has served as a form of financing to improve a set of activities and investments promoted by Porto City Council linked to tourism, in particular environmental preservation of the city; promotion of traditional, historical and local commerce; improvement works to the public and private municipal domain, and cultural and leisure activities organised throughout the city. It is considered to be a good practice. Porto’s Municipal Tourism Tax was created in order to minimise the difficulties caused by the significant growth of tourism in the city.



Goals

To make a positive contribution to the Municipality’s economic sustainability. To help improve the City via new projects and measures, since it makes it possible to assume costs related to Tourism activities, in the fields of “Safety”, “Mobility and Transport” “Environment and Quality of Life”.



Preconditions

Law no. 73/2013 approved the new financial regime of local authorities granting municipalities the power to create taxes that focus on “utilities provided to individuals, generated by the activity of the municipality or by the activities of individuals”.



Financial Support

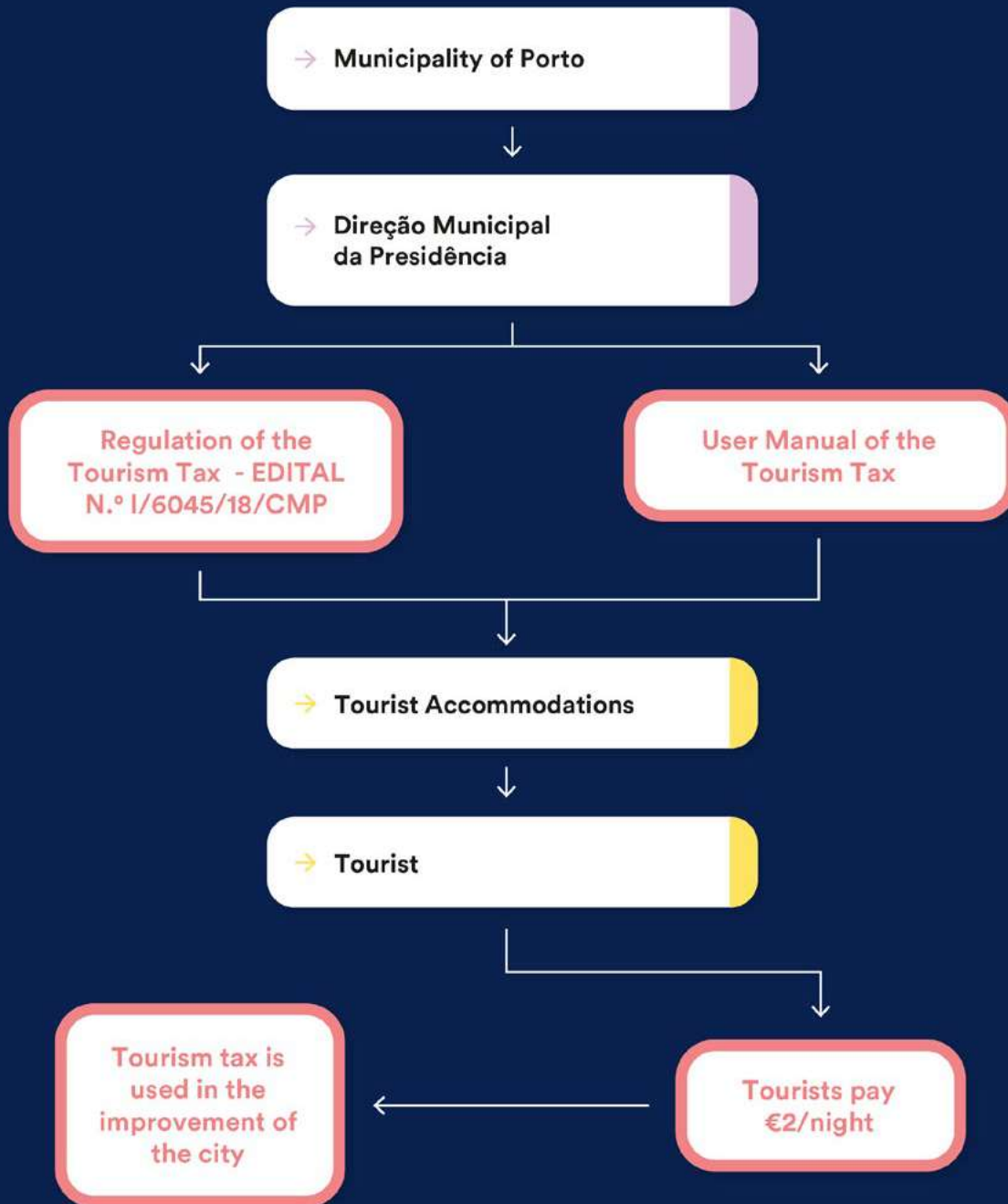
- Local
- Territorial
- National
- International



Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING



IMPLEMENTATION

- All tourism real-estate developments and local accommodation establishments are required to register in the Tourism Tax Platform.
- It is responsibility of the Municipality of Porto to supervise compliance with the provisions of this Regulation by any means legally admissible.
- The Municipality of Porto reserves the right to request information from the tourist accommodation.
- The operators of tourist accommodation shall keep the supporting documents for a period of one year which may be required during this period or consulted by the Municipality of Porto, upon prior notice.

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> Tourism growth enhances the dynamism of the city's economic activity and the surrounding area. However, this success of Oporto as a growing destination, in addition to the resident population and the migrant population that daily reaches the centre of the City, implies an increase in the pressure on public equipment, infrastructures, public roads and general urban space. The obligation to continue to ensure Porto as a sustainable reference destination, preventing degradation and excessive occupation, implies that the City is adjusted and strengthened in the following levels of direct action and competence: security of persons and property; maintenance of the public space, urban cleaning and hygiene, signage and animation. Cumulatively, the offer that the City must provide, whether at the cultural, artistic, leisure, urbanistic or housing levels, with the aim to capturing and fixing more and new residents, must accompany this adjustment and reinvent it. 		

Problem	Activity Description	Objectives	Indicators	Impact
PRECONDITIONS	Law no. 73/2013 approved the new financial regime of local authorities granting municipalities the power to create taxes that focus on “utilities provided to individuals, generated by the activity of the municipality or by the activities of individuals”.			
STEP I	The value of the municipal Tourism Tax is implemented in compensation for the singular use tourists by the set of activities and investments made directly and indirectly with the in the city of Porto, through the response of the Municipality to the pressure resulting from the tourist activity in the urban space, namely in the infrastructures and public equipment in the need to reinforce the urban cleaning, the security of people and goods, the public transport network and the Mobility conditions. It has been calculated in €2/night.			
STEP II	Porto City Council has developed the Regulation of the tourism tax. AVAILABLE HERE			
STEP III	Porto City Council has developed a user manual. AVAILABLE HERE			
STEP IV	All tourism real-estate developments and local accommodation establishments are required to register in the Tourism Tax Platform. AVAILABLE HERE			
STEP V	It entered into force on March 1, 2018 and is levied on paid overnight stays in tourism real estate developments, tourism establishments and local accommodation sites, in the Municipality.			

Problem	Activity Description	Objectives	Indicators	Impact
		<ol style="list-style-type: none"> To make a positive contribution to the Municipality's economic sustainability. To help improve the City via new projects and measures, since it makes it possible to assume costs related to Tourism activities, in the fields of "Safety", "Mobility and Transport" "Environment and Quality of Life" and "Sports and Entertainment ". 		

Problem	Activity Description	Objectives	Indicators	Impact
			Amount obtained from the tourism tax.	

Problem	Activity Description	Objectives	Indicators	Impact
				The results obtained during the first year were quite significant. The revenues from collection of the tax are being used to mitigate the impact of tourism on the city, while upholding the sustainability strategy desired for Porto.

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Sustainable tourism tax

Tourism | Regulation

✉ directorgeneral@dgoturis.caib.es

Agenda 2030 —
Sustainable Development Goals



The purpose of the tax is to compensate the Balearic society for the environmental costs of certain activities that distort or deteriorate the environment in the Balearic Islands, on the one hand, and on the other, to improve the competitiveness of the tourism sector by means of sustainable, responsible and high-quality tourism in the archipelago.

Thanks to these contributions the regional government is able to make major investments that compensate for the environmental impacts of tourism on the islands. The tax has a specific purpose in terms of the impact that the revenue raised will have on expenditures and investments linked in essence with environmental development and protection of the Balearic Islands and with sustainable tourism. There are already precedents of tourism tax in other regions of Spain, such as Catalonia, along with other areas and other countries. Main stakeholders and

beneficiaries of the practice are public administrations of the Balearic Islands (at regional, insular and local level) that have investment projects in need of funds. This is a good practice that may potentially be interesting for other regions to learn from since it helps a territory to reinvest in the improvement of its tourist model and the industry.

The Minister of Finance and Public Administration, Catalina Cladera, has ensured that “the collection obtained through the Ecotax (ITS) is intended exclusively to endow the Sustainable Tourism Impulse Fund”. There are already 156 projects of actions funded totally, or partially, by the funds obtained through the ITS. The 2018 Plan, endowed with 110.5 million, has incorporated 48 new projects and has also financed 33 multi-year projects from previous requests for funding. The 2016 and 2017 annual plans supported a total of 108 projects.



Goals

- To develop projects focused on: Protection, conservation, preservation, modernization and recovery of the natural, rural, agrarian and marine environment.
- Recovery and rehabilitation of historical and cultural heritage. Promotion of scientific research projects.
- Improvement of training and quality of employment.



Preconditions

Art. 24 of Estatuto de Autonomía de las Illes Balears:
“The public authorities of the autonomous community must recognize the tourist activity as a strategic economic element of Balearic Islands, and establish that the promotion and management of tourist activity must be carried out with the aim of making it compatible with respect for the environment, the cultural heritage and the territory, as well as general and sectoral policies of promotion and economic management that aim to promote economic growth in the medium and long term.”



Financial Support

- Local
- Territorial
- National
- International

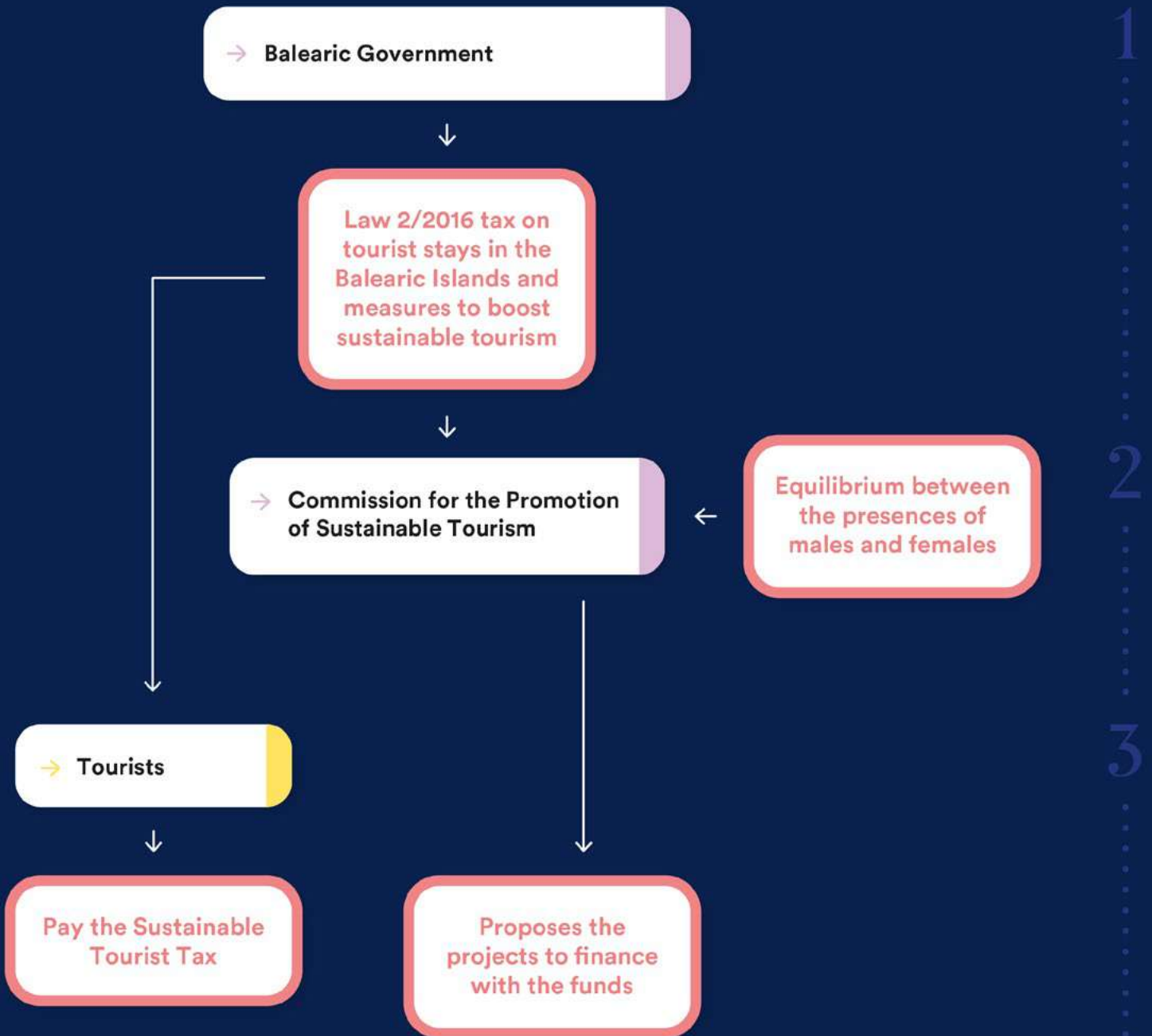


Final users

- Public entities
- Inhabitants
- City users
- Tourists

PLANNING

● Public Stakeholders
 ● Private Stakeholders
 ● Public and Private Stakeholders
 ● Actions



IMPLEMENTATION

- For self-catering accommodation, the daily tax rate varies from €4 for villas to €1 for apartments and rural properties. There are discounts of up to 75 percent for stays during low season (Nov-Apr) and up to 50 percent discount for stays longer than 9 days (including the previous discount, ached to low season charge). The tourist tax is subject to a 10% VAT (Value Added Tax; Spanish: IVA) charge.
- Human resources required: too large to quantify (different public administrations involved).

Problem **Activity Description** **Objectives** **Indicators** **Impact**

Tourism activities represents the core of the Balearic’s economy, but it has also generated:

1. An excessive exploitation of territorial resources.
2. An excessive exploitation of environmental resources.
3. An excessive labour precariousness.

Tourism activity has demanded the endowment and maintenance by public institutions of the infrastructures necessary to support the impact of the continuous increase of visitors, and in this way contributing to quality stays.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

PRECONDITIONS

Art. 24 of Estatuto de Autonomía de las Illes Balears:
 “The public authorities of the autonomous community must recognize tourist activity as a strategic economic element of Balearic Islands, and establish that the promotion and management of tourist activity must be carried out with the aim of making it compatible with respect for the environment, the cultural heritage and the territory, as well as general and sectoral policies of promotion and economic management that aim to promote economic growth in the medium and long term.”

STEP I Balearic Government adopts financial measures that allow it to obtain sufficient resources to attend to the development and the effective execution of its competences in a stable and permanent way.

STEP II Law 2/2016 is established. The law declares the value of the tax and creates a Commission for the Promotion of Sustainable Tourism, composed of equal parts men and women.

STEP III For self-catering accommodation, the daily tax rate varies from €4 for villas to €1 for apartments and rural properties. There are discounts of up to 75 percent for stays during low season (Nov-Apr) and up to 50 percent discount for stays longer than 9 days (including the previous discount, attached to low season charge). The tourist tax is subject to a 10% VAT (Value Added Tax; Spanish: IVA) charge.

STEP IV The Commission for the Promotion of Sustainable Tourism proposes the projects to finance with the funds.

Problem **Activity Description** **Objectives** **Indicators** **Impact**

1. To favour sustainable tourism.
2. To finance projects dedicated to the following with the funds obtained from the tax:
 - Protection, conservation, preservation, modernization and recovery of the natural, rural, agrarian and marine environment.
 - Recovery and rehabilitation of historical and cultural heritage.
 - Promotion of scientific research projects, development and technological; innovation that contribute to economic diversification; the fight against climate; change related with the tourism sector.
 - Improvement of training and quality of employment.

Phase II of the Study: Conclusions on the good practices and guidelines for site managers

4.1 Conclusions on the good practices

GOVERNANCE

ANALYSIS OF GOOD PRACTICES

Governance is certainly one of the key issues for the management of world heritage sites: it involves a large number of different stakeholders with the aim to create synergy between them and to manage the complexity of actions to be developed in multiple areas. The main assumption is that, “when urban settlement is properly managed, initiatives, opportunities, and development can contribute to both quality of life and conservation of cultural heritage, while ensuring a social diversity and justness” (UNESCO Recommendation on the Historic Urban Landscape, 2011). The term integrated conservation first entered the lexicon of the cultural heritage community during the 1975 European Charter of Architectural Heritage. Formal recognition within the heritage community has since then expanded to include:

1. the role of today’s communities as both keepers and beneficiaries of the broad spectrum of cultural and natural heritage has assumed a central position in the heritage discourse alongside management.
2. intangible cultural heritage and diversity of cultural expressions; the agendas of sustainability, sustainable development and climate change; (Ripp M., Rodwell D.; 2018)

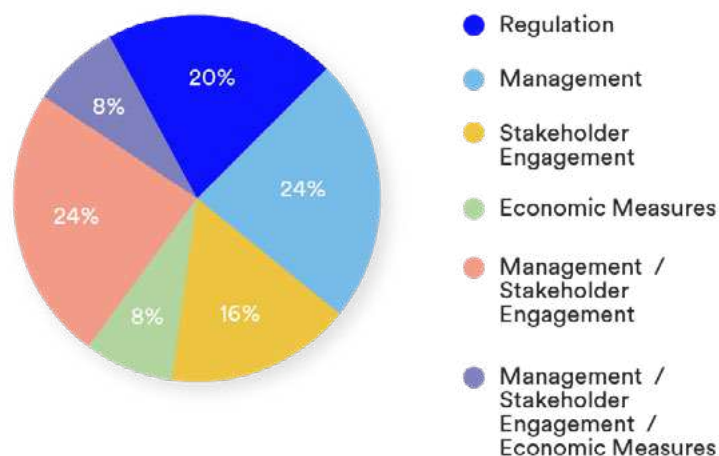
The 2010 Toledo Declaration on Urban Development defined the multiple dimensions of sustainability as “economic, social, environmental, cultural and governance” and sustained that a good governance is “based on the principles of openness, participation, accountability, effectiveness, coherence and subsidiarity is required in order to assure the successful implementation of public policies, a more efficient and effective allocation of public resources and to increase citizen’s direct participation, involvement, engagement and empowerment”.

The Governance theme as a common challenge is, therefore, understood as transversal and inclusive of the other two themes identified: tourism and the population.

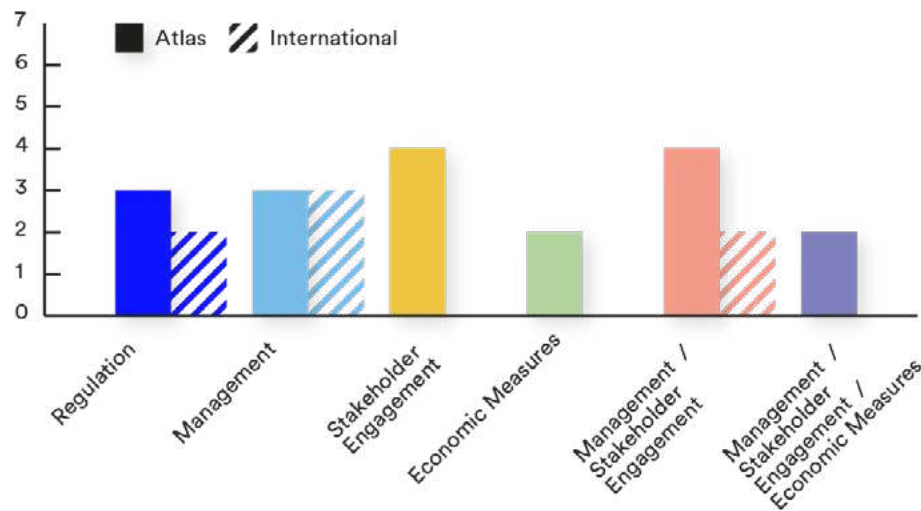
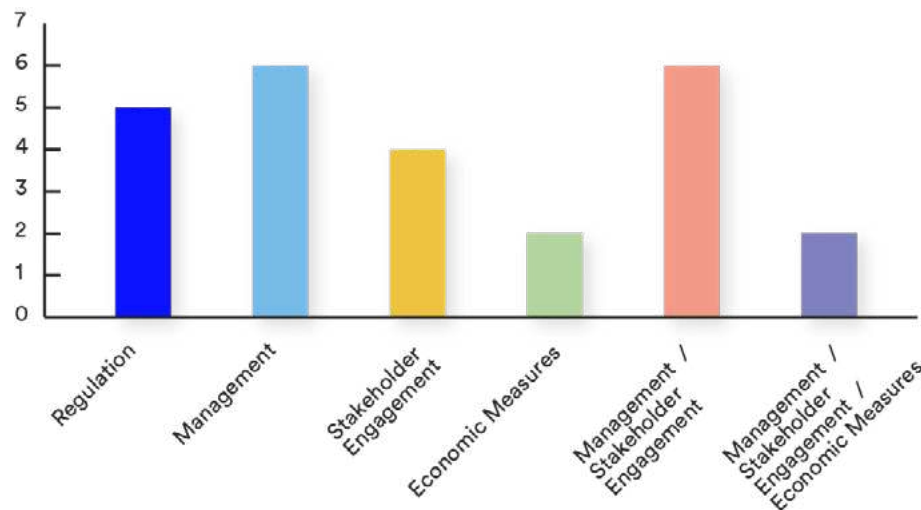
G. 1 | TREND

In our process, 25 good practices have been collected. As previously explained in the Framework, the theme has been divided into 4 main subthemes: Regulation, Management, Stakeholder Engagement and Economic Measures in line with the International Recommendations taken into consideration.

For many practices we noticed a co-presence of several sub-themes. The graphic below demonstrates how in the Governance theme there’s a prevalence of practices focused on Management and the coexistence Management/Stakeholder engagement subthemes. They represent a total of 24% with 6 out of 25 practices each. Practices concerning only the Economic Measures subtheme and the simultaneous coexistence of management/stakeholder engagement/economic measures subthemes occupy a smaller percentage of 8% each represented by a number of 2 practices. Practices regarding Stakeholder Engagement and Regulation present an intermediate percentage of 16% and 20%, 4 and 5 practices out of 25 respectively. From a general point of view Management and Stakeholder engagement are the main subthemes encountered.



A more in-depth distinction between practices proposed by Atlas WH partners and practices selected among international examples shows a prevalence of practices concerning the subtheme of Management and the coexistence of Management/Stakeholder engagement. We must also stress another aspect in our research: there is a smaller amount of practices concerning Economic Measures and Management/Stakeholder Engagement/economic measures with only two practices each.



G. 2 | TREND ANALYSIS

As previously discussed, the trend analysis of the good practices selected demonstrates a prevalence of the following sub-themes: Management and Stakeholder Engagement or the compresence of both, all of which are in line with the International recommendation.

→ **MANAGEMENT:**

a topic that is also explained in the UNESCO manual, *Managing Cultural World Heritage*, is a heritage management system which provides a framework made up of three important elements:

1. a legal framework which defines the reasons for its existence
2. an institutional framework which gives form to its organizational needs and decision-making
3. human, financial and intellectual resources which are used to make it operative.

The coexistence of these elements facilitates the planning, implementation and monitoring of actions. “Achieving the specific outcomes sought by the property and its stakeholders is the ultimate result of the heritage management system.

Reaching these objectives efficiently depends on heritage processes delivering a series of outputs, but also on making improvements to the management system in response to gaps being identified in it or in response to new needs.” (ICCROM, ICOMOS, IUCN, UNESCO; 2013.p.55) The most common tool to ensure an integrated development of historical sites inscribed in the World Heritage list is represented by the Management Plan. We have examined some examples of the Management Plan and the master plan in the sheet selected.

The most recent aspect of the Management Plan includes issues of traditional management, participation of local communities, regulation and possible economic measures to be adopted. These obligations were formally set out in major revisions to the *Operational Guidelines for the Implementation of the World Heritage Convention* in 2005 and requirements have not particularly changed since the drafting of the 2005 Operational Guidelines. Management plans, or documented management systems (such as Masterplan, as in the case of the Rhine Valley), must explain how the Outstanding Universal Value of a property should be preserved, preferably through participatory means. Lastly, a more recent holistic and integrated approach was adopted and sustains that planning needs to remain flexible and participatory.

Cuenca is an example of a Management Plan realised following the HUL Guideline, thanks to the creation of an interdisciplinary team and the implementation of a participatory approach. The case of the Master Plan of the Rhine Valley shows how different administrations can create a common and shared vision for the territory and insure its sustainable development in terms of tourism, environment and social life. Well-organized management is the key to a sustainable future and long-term planning.

Governance that connects and integrates the economic, social, environmental, cultural dimensions of sustainability – which have a critical presence in varying degrees in all World Heritage Sites – is essential for their successful management. Systems thinking, the process of understanding how things influence one another within a whole, is central to this.

In organizations, systems consist of people, structures, and processes that act to make an organization ‘healthy’ or ‘unhealthy’. It is an approach to problem solving that views ‘problems’ as parts of an overall system, rather than reacting to specific parts, outcomes or events, and potentially contributing to further development of unintended consequences.

→ **STAKEHOLDER ENGAGEMENT:**

The community is committed to providing government decision makers and policy developers with the ability to improve community services through better communication through integrated interaction.

This subtheme is aimed at providing an integrated and in-touch interface between citizens within the community and the government. Community engagement is a recent addition to a line of community governance initiatives. A good example is represented by Barcelona Tourism & Council – an innovative social tool to promote participatory governance by all city stakeholders. Another good example of Stakeholder Engagement is the Conservation Funding Programme set up in Edinburgh City, which provides for the direct participation of citizens in proposing interventions to be set up their own in historic centres. This contributes to the sense of identity of citizens, to raise awareness of the issue and make the first architects of urban regeneration.

→ **ECONOMIC MEASURES AND REGULATION:**

Are the counter trends of the sample of practices analysed. If it is true that many countries have been acting effectively for years through the implementation of laws or economic measures; still, I too many others need clearer regulatory frameworks for economic measures adequate to the heritage to be safeguarded in a rapidly developing city.

G. 3 | INTERNATIONAL RECOMMENDATIONS

The full International recommendations taken into consideration for the Governance theme, anticipated in the previous framework section, are summarized below in a chronological order.

1975 European Charter of the Architectural Heritage

The Charter calls for an integrated conservation approach with the following components: sensitive restoration techniques, the effective use of laws and regulations, appropriate administrative support, and adequate technical and financial support (including tax incentives). The Charter encourages development of training facilities and fostering of traditional crafts. Cooperation with the public and coordination between European nations is seen as an important element in the conservation of Europe's heritage.

1987 Brundtland Report

Document published in 1987 by the World Commission on Environment and Development (WCED) in which, for the first time, the concept of sustainable development was introduced.

2005 UNESCO Memorandum of Vienna

In the definition of compatible actions within a World Heritage site, the document recommends that special attention be paid to the historic urban heritage as defined by character-defining elements that include land uses and patterns, spatial organization, visual relationships, topography and soils, vegetation, and all elements of the technical infrastructure, including small scale objects and details of construction. A particular emphasis is placed on the protection of the views of the city, the views of the rooftops and the principal visual axes, considered as an integral part of the historic urban landscape. The quality of the urban landscape has to be managed in such a way as to enhance spatial and functional values; consequently any introduction of contemporary architecture must be accompanied by studies of the visual and cultural impact.

2010 Toledo Declaration on Urban Development

This sets out the intelligent and sustainable development of urban areas, more precisely urban integration regeneration. The Toledo Declaration lays out five measurement criteria related to environmental protection, economy, social sector and urban, architectural and cultural planning.

2011 UNESCO Recommendation on the Historic Urban Landscape

This tool is a "soft-law" to be implemented by Member States on a voluntary basis. It's used to integrate policies and practices of conservation of the built environment into the wider goals of urban development in respect of the inherited values and traditions of different cultural contexts.

2013 Managing Cultural Heritage Sites

This manual is intended as a tool for capacity-building for the effective management of heritage. It is designed to help all practitioners: to strengthen the knowledge, abilities, skills and behavior of people with direct responsibilities for heritage conservation and management; to improve institutional structures and processes through empowering decision-makers and policy-makers; and to introduce a dynamic relationship between heritage and its context that will lead to greater reciprocal benefits through an inclusive approach, such that outputs and outcomes follow on a sustainable basis.

2017 Operational Guidelines for Implementation of the World Heritage Convention

These represent a useful tool for implementation of the World Heritage Convention. In fact, they contain precise criteria for the insertion of a property on the World Heritage List, as well as those for requesting international assistance within the scope of the World Heritage Fund. The Operational Guidelines, drawn up for the first time in 1977, are periodically updated in order to reflect new concepts, knowledge or experiences. The text currently in force is that of 2017.

2017 UNESCO Historic Urban Landscape Guidebook

The first international collection of applications on the UNESCO Recommendation and is the result of research actions on the sustainability of urban development in relation to its cultural heritage, carried out by an international network of UNESCO offices, cities, universities and research institutions. It collects an analysis of pilot experiences conducted in cities of different continents with the aim of providing guiding elements to administrators and operators of all historical cities for a correct approach to the management of urban space consistent with the principles of the international community and UNESCO.

2018-2019 The Faro Convention Action Plan handbook

In line with the Faro Convention principles and criteria, civic initiatives enable institutions and communities to develop decision-making capacities and to manage their development processes, ensuring that heritage contribute to the social, cultural and economic dynamics of the communities. The Faro Convention Action Plan Handbook has been developed by the Council of Europe Secretariat in consultation with the Faro Convention Network (FCN) members.

It seeks to offer guidance for heritage communities and primarily targets civil society, while local and national authorities are considered essential actors in the process where they can benefit from the content and methodology that are offered.

2030 UN Agenda

On 25 September 2015, the United Nations approved the Global Agenda and relative 17 Sustainable Development Goals (SDGs), broken down into 169 Targets to be achieved by 2030. The Sustainable Development Goals follow in the wake of the results of the Millennium Development Goals that preceded them, and they represent common goals on a series of issues that are important for development: the fight against poverty and inequality, the elimination of hunger and the fight against climate change, social and economic development.

Said goals concern all countries and all individuals.

The implementation of the Agenda calls for the commitment of every country, but also a strong involvement by all the components of society, from the companies to the public sector, from civil society to the philanthropic institutions, from universities and research centres to operators in the information and cultural sectors.

POPULATION

ANALYSIS OF GOOD PRACTICES

One of the main opportunities for a population living an area in a given period and in a certain time is to be able to relate and shape themselves with the layers of the city, taking care of it and benefiting from it. The major challenge facing the city today is to bring inputs into a system that is able to implement actions that counteract the problems we are witnessing, to achieve a more sustainable and integrated future.

In the study of the thematic levels of which the city is composed, the population is closely connected to the system of governance and policies, to networking and to the connections between the two topics that must be more recognized, both to develop it and to solve the problems of which the collectivity is afflicted.

But what is meant by Population? Having already developed the theme of conflicts between population and tourism, one of the key concepts is the consequences of the actions that people manifest within the system: how the urban space changes with tourism, what are the phenomena of alteration that create a dynamic city, and how does the citizen assimilate the structural changes of the city.

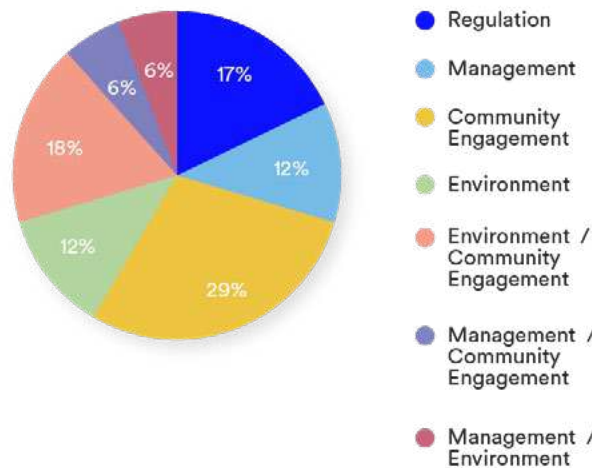
From the EUROCITIES Culture Forum, Ian Ward Leader of Birmingham City Council, concludes that: “The first of the challenges identified is a demographic one, as many cities are experiencing changes in their populations. Some see growing numbers of young families or increasing numbers of older people, while others see their population shrinking. The arrival of many more newcomers to cities means that their populations become increasingly diverse. In response, cities need to develop new cultural offers that meet the evolving needs of their changing populations. For many, intercultural dialogue will be at the heart of their strategies” (EUROCITIES, n.d.).

Social problems such as unemployment and low-income residents, have a big impact on participation in culture; we can also observe the phenomenon of depopulation, aging of the population, emigration of young people (EUROCITIES, n.d.).

Currently, more than half of the world’s population lives in an urban environment or city. In today’s globalizing and urbanizing world, cities play a major role within the broader international development framework, as a large number of metropolises and intermediate cities are developing at an unprecedented rate. It is projected that exponential population growth and urbanization of the world will mean that 70% of all humanity will live in cities by 2050 (UN, 2015).

P.1 | TREND

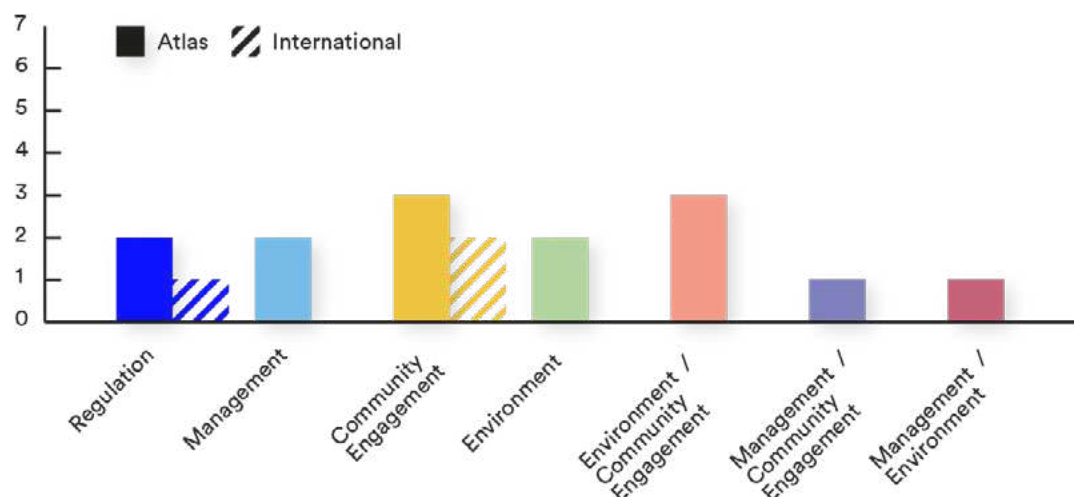
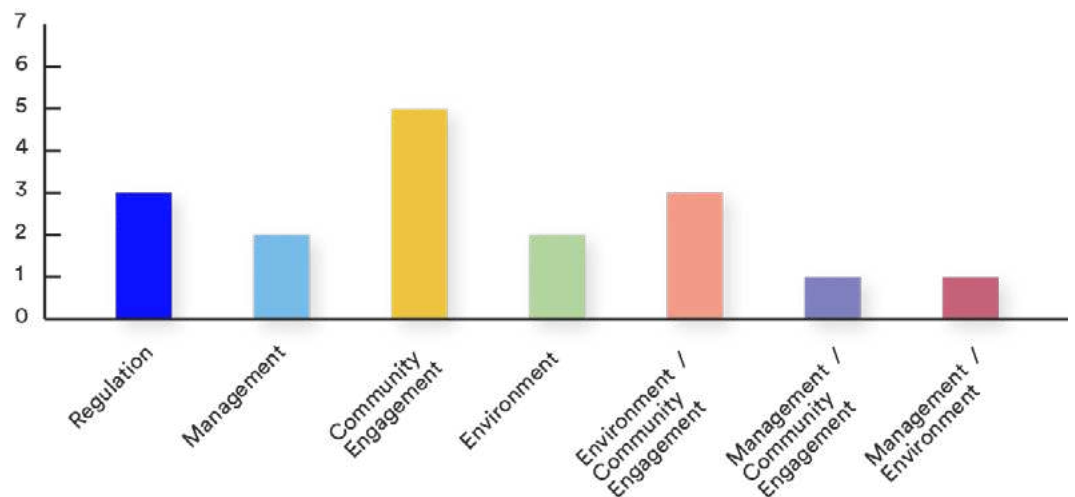
17 good practices have been collected. As previously explained in the framework, the theme has been divided in 4 main subthemes: Regulation, Management, Community Engagement and Environment in line with the International Recommendations taken into consideration.



The graphic above shows that in the Population theme there is a prevalence of practices focusing on Community Engagement (5), Regulation (3) and the mixed Environment/Community Engagement (3) subthemes making up 64% of the whole, with 11 practices of 17. Concerning the only Management subtheme, it represents 12% with 2 practices of 17, which is a medium-low value. Instead the simultaneously coexistence of Management/Community Engagement and Management/Environment subthemes occupies the least percentage: 12% each representing by a number of 2 practices.

Practices regarding Community Engagement and Environment/Community Engagement present a higher percentage with respectively: 29% and 18% with 5 and 3 practices of 17.

A more in-depth distinction between practices proposed by Atlas WH partners and practices selected among international examples shows a prevalence of practices concerning Community Engagement subtheme and the coexistence of Environment/Community Engagement. It has to be stressed the minority of practices concerning Management. With just 2 practices, the minority of practices concerning Management must be stressed. As well as the combination of Management/Community Engagement and Management/Environment with only one practice each. But if we put together the Community Engagement subtheme with the other mixed subthemes such as Community Engagement/Management and Environment/Community Engagement we have a total of 53%, and the same can be said for Environment together with Environment/Management and Environment/Community Engagement at 27%.



P.2 | TREND ANALYSIS

The trend analysis shows, as mentioned above, a prevalence of identified good practices concerning the sub-themes Community Engagement and Environment/Community Engagement, in line with the International recommendations. The result is that these practices completely embrace the issue of community involvement to change and improve life within the city, and the environment understood as a socio-environmental system that engages through both visible and intangible actions.

→ COMMUNITY ENGAGEMENT AND ENVIRONMENT

These subthemes documented the require for a different and more qualify approach to conservation, which reflected the increased interaction complexity with the larger environment with a particular attention given to local communities. This is especially important for cultural heritage properties, whose very meaning is often the subject of contention among multiple stakeholders, in the face of rapid socio-cultural mutations.

Therefore, for the implementation of these disciplines it's important:

1. Evaluating the vulnerability of socio-economic pressures of climate change impacts;
2. Integrating the values of urban heritage into a framework that will provide indications on sensitive areas of the heritage that require careful attention to planning and implementation of development projects;

Strengthening the knowledge, skills and responsibilities of the direct citizen for the conservation and management of the heritage.

→ MANAGEMENT

This sub-theme is identified by the appropriate partnerships and local management frameworks for each of the conservation and development projects, as well the strengthen mechanisms for the coordination of the various activities between the various actors, both public and private.

Therefore, for the implementation of these disciplines it is important:

1. Enhancing the diversification of stakeholders in projects to identify key values in urban areas, develop visions, set goals and agree actions to safeguard heritage and promote sustainable development. Facilitate intercultural dialogue by learning from the communities about their histories, traditions, values, needs and aspirations and facilitating mediation and negotiation between conflicting interests and groups;
2. Investigating of the will of the community, open and participatory discussions and the definition of a detailed policy improvement scheme based on local reflection.

→ REGULATION

In each country it is important to identify and protect the cultural heritage and make it accessible. Whatever its form, it constitutes a legal framework that defines the existence of a management system and allows those who manage it to act. It is essential that they are applied equitably and transparently so that all parties are fully aware of what is and is not legally possible.

Therefore, for the implementation of these disciplines it's important:

1. Defining the form of regulation through a set of formal laws and unwritten traditions handed down from generation to generation. It could be a fusion of the requirements of international conventions and papers and national legislation, regional regulations, local regulations and territorial planning frameworks;
2. Improving institutional structures and processes through the empowerment of decision makers and policy makers; introduce a dynamic relationship between heritage and context that will lead to greater mutual benefits through an inclusive approach;
3. Achieving consensus using participatory planning and stakeholder consultations and on what values to protect for transmission to future generations and determine the attributes that bring these values.

P.3 | INTERNATIONAL RECOMMENDATIONS

The International Recommendations applied towards the Population theme were also anticipated in the Governance section because of their reciprocal relation. In order to better define this aspect, we give evidence to:

European Charter of the Architectural Heritage 2010 Toledo Declaration on Urban Development

2011 UNESCO recommendations

Considering that historic urban areas are among the most abundant and diverse manifestations of our common cultural heritage, shaped by generations and constitute a key testimony to humankind's endeavours and aspirations through space and time, knowledge and planning tools should help protect the integrity and authenticity of the attributes of urban heritage.

They should also allow for the recognition of cultural significance and diversity and provide for the monitoring and management of change to improve the quality of life and urban space. These tools would include documentation and mapping of cultural and natural characteristics. Heritage, social and environmental impact assessments should be used to support and facilitate decision-making processes within a framework of sustainable development.

Regulatory systems should reflect local conditions and may include legislative and regulatory measures aimed at the conservation and management of the tangible and intangible attributes of the urban heritage; including their social, environmental and cultural values. Traditional and customary systems should be recognized and reinforced as necessary.

2013 Managing Cultural Heritage Sites

The guide underlined the importance of a decision-making processes, fundamental for the realisation of physical and social recovery actions in historical centres of World Heritage sites. Concerning the analysis phase, it also provides examples of check lists for gathering information divided it into themes and sources. (i.e. theme: boundaries and physical features; sources: maps and plans of the site and its surroundings, architectural or archaeological drawings (if applicable), aerial photographs, applicable heritage and planning legislation and other planning instruments that have an impact on the site, details of traditional ownership).

2015 UN Agenda (2030) Goal n. 11

Special attention was paid to the sustainability goal No. 11: Sustainable cities and Communities. For this goal, the UN Agenda stresses that cities have to engage people to advance socially and economically. Rapid urbanisation challenges (i.e. the safe removal and management of solid waste), can be overcome in ways that allow cities to continue to thrive and grow, while improving resource usage and reducing pollution and poverty. Below, are some objectives of goal N.11 which were taken into account that addressed the common challenge related to depopulation in World Heritage sites:

1. 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
2. 11.6 By 2030, reduce the adverse per capita environmental impact of cities, which includes paying special attention to air quality and municipal and other waste management.
3. 11.A Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
4. 11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

2017 UNESCO Historic Urban Landscape Guidebook

The guide provides a practical understanding of the historic urban landscape (HUL) approach, along with information regarding its purpose and application. It is structured as a manual that provides an introductory series of practical and theoretical information, including case studies of cities that implement the HUL approach, and brings together a list of experts and resources to help implement the HUL method.

TOURISM

ANALYSIS OF GOOD PRACTICES

Nowadays, the amount of people who travel annually to reach a tourist destination is always growing, UNWTO estimates a growth of 1.8 billion international arrivals worldwide leading up to 2030. This increase of international arrivals has changed the social, economic and environmental fabrics of the visited places; the growing amount of people who reach a destination can cause both direct and indirect effects, such as the increase in irritation among residents that could potentially cause conflicts between residents and tourists.

In addition to this problem, the rise of the so-called sharing economy that encourages the increase in accommodations available for tourists, threatens the quality of life of residents, drives up prices and decreases affordable supply. On the one hand, tourism is an important phenomenon for cities because it generates income, moreover it creates more employment and it boosts liveliness and liveability in cities. On the other hand, considering the social sustainability of city tourism development, it is essential to perceive residences' annoyances and to mitigate the risk of intolerance on the part of citizens towards visitors (Postma, 2017).

In the last years, in fact, the perception of city tourism has changed; all the infrastructure facilities such as public transportation, roads museums and other services, originally created just for the residents, are now suffering under the increasing pressure of tourist arrivals (Koenig, 2018). In other words, recognizing that too many visitors are present in the area, it is possible to assume that destinations are suffering the phenomenon of overtourism and in turn deteriorating the quality of life.

This is the reason why city tourist destinations are trying to mitigate the impact of tourism by adopting practices whose main goal is to manage tourism in a more sustainable way. However, to make tourism more sustainable it is not enough to control and to manage the pressure generated by tourism activities and the impact that derives from it; to make tourism more sustainable means to also create a new model of tourism development. This model should combine the economic development derived from tourism activities, and the social and environmental sustainability considering that these topics are mutually interacting and cooperating (Romei, 2008).

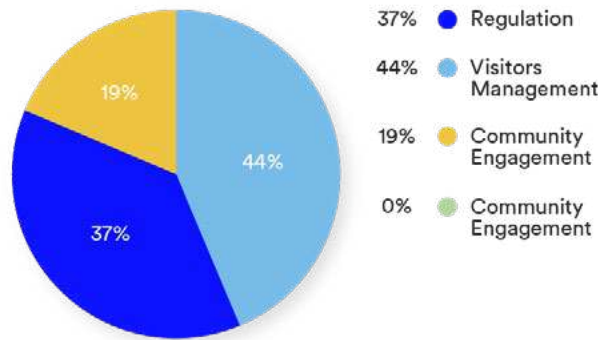
The scope of this part of the research is to observe how different cities faced the management of tourism arrivals by analysing which kind of actions they have undertaken to combat the phenomenon of overtourism. By studying which subthemes (identified in the framework of identification of good practices) have been mostly followed both by ATLASWH partners and cities beyond the project network. After the analysis of the trend of subthemes and the exposition of a good practice for each, the guidelines will be defined for the various World Heritage Sites Managers.

T. 1 | TREND

After the collection of good practices implemented in “Phase I – Research, Identification and Selection of Good Practices”, during which 16 good practices regarding tourism from different cities were collected, the subtheme trends were analysed.

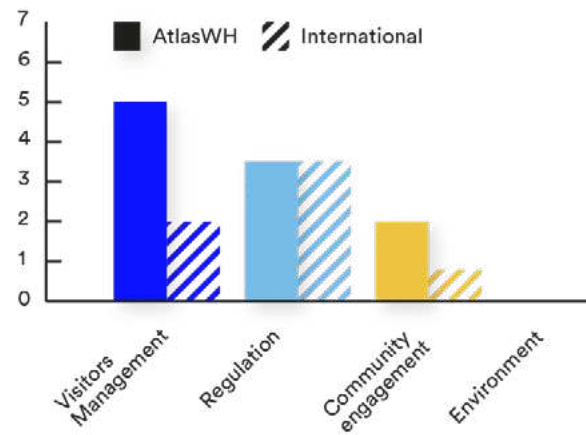
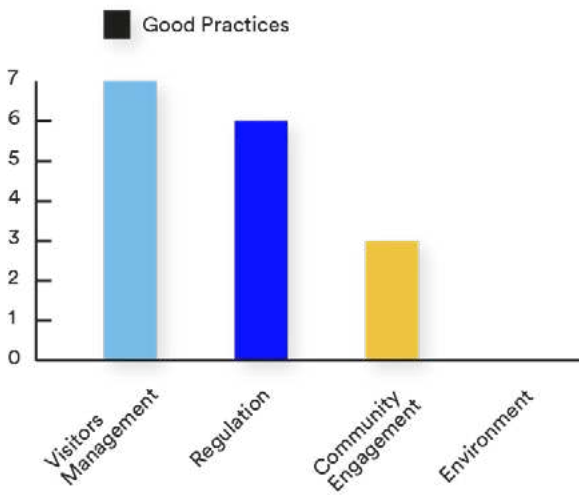
In the first phase of the research, a framework was developed to subdivide the tourism theme into 4 subthemes: Regulation, Community Engagement, Visitors Management and Environment. The subdivision of different subthemes is essential to better understand how cities try to mitigate the theme of overtourism by focusing on a specific topic. As previously mentioned in the framework, these 4 subthemes come from a research of international guidelines both from UNWTO and UNESCO and should be considered as the pillars on which to manage sustainable city tourism. At this point a question arises: “how do cities try to control overtourism? Which subtheme is most used for tourism management?”

From the collection of good practices, the following discovery was made: there is a prevalence of practices dedicated to 2 subthemes: Regulation and Visitors Management. These 2 themes represent the 81.25% of all the good practices collected. More specifically, 7 out of 16 of the good practices referring to Visitors Management represent 43.75% of the practices, while Regulation, with 6 practices, represents 37.5%. The third subtheme, in order number of practices, is Community Engagement; with 3 out of the 16 it represents 18.75% of the good practices collected. At the end, another discovery occurred: there are no practices regarding the subtheme of Environment.



Analysing the practices by dividing them into two categories – ATLASWH partners and cities beyond the project network – one can see that 10 good practices come from ATLASWH partners and 6 come from cities beyond the project network.

Going deep in the analysis of the good practices from ATLASWH partners, it emerges that half of the practices are related to the topic of Visitors Management, 5 out of 10. While 30% of them is related to Regulation, 20% is about Community Engagement. Whereas, the practices collected from the cities beyond the project network show a prevalence of 50% of practices dedicated to Regulation, followed by 33% dedicated to Visitors Management, and 17% dedicated to Community Engagement.



T.2 | TREND ANALYSIS

By analysing the trend of the good practices' subthemes, it is evident that the cities suffering from overtourism have developed a propensity to apply practices aimed at Visitors Management and Regulation. It is possible to find a reason in the prevalence of these 2 subthemes. Some of the disturbances that can emerge from the increasing number of visitors that reach the city tourist destinations are the following (Koens, 2018):

1. Overcrowding in city's public spaces;
2. Pervasiveness of visitor impact due to inappropriate behaviour;
3. Physical touristification of city centres and other often-visited areas;
4. Residents pushed out of residential area due to AirBnB and similar platforms;
5. Pressure on local environment.

→ VISITORS MANAGEMENT

Focusing on overcrowding, visitor impact and physical touristification, it is necessary to observe how this problem has changed over the years: while years ago the most problematic season for tourism was spring – due to the combined presence of residents, tourists and day visitors – later mitigated in the summer with the absence of residents, in recent years a process of de-seasonality has prolonged the tourist season, creating a sense of crowdedness nearly year-round (Koens, 2018).

For this reason, the analysed cities affected by overtourism have developed numerous practices related to the mitigation of overcrowding of public spaces by spreading the tourism flow in a wider area. In our research, it was discovered that several projects observed the volume of people present in the Historic Centres in order to determine their carrying capacity. Some examples include, Mobile Analytics and the Study of Carrying Capacity of the Historic Centre developed in Florence and the Project EDGAR – Capacity Analysis developed by Giant's Causeway.

These kinds of studies are propaedeutic for an effective distribution strategy. Distribution strategies are efforts to spread tourists to less-visited areas with the aim of the decongestion of Historic Centres. One example of this kind of practice was developed in Amsterdam with its project "Visit Amsterdam See Holland" which permits those who visit the capital city of Holland to also visit the Metropolitan Area of Amsterdam, freeing the city from the grip of tourists. According to Goodwin, the distribution of tourists in neighbourhoods can potentially increase the tourism impact in residential areas (Goodwin, 2017) that are becoming more attractive thanks to P2P platforms – Booking, AirBnB – which gives tourists the possibility to more easily find affordable accommodations, different from hotels. This topic is the link to the next point of the analysis: Regulation.

→ REGULATION

It has been noticed that the Regulation of the accommodation services is very important for the management of the cities analysed. Since booking platforms for tourists – like AirBnB or Booking – have grown, so has their threat to the resident's quality of life. These have also driven up prices and decreased affordable supply and it also means that now tourists stay in more residential neighbourhoods, very close to residents. Barcelona and Bordeaux have developed 2 practices to regulate the accommodation services in the cities focusing on different aspects.

Barcelona has an urban plan that divides the city into 4 areas: one where it is not possible to open new accommodation facilities, one where the balance must be zero – a new one can open only if another closes – one where there is limited growth and the last one, far from the city centre where there are no limitations. Bordeaux, instead, developed a system of control for tourist accommodation to promote the maintenance of a diverse of population and the functions of the historic centre, increasing resilience to unforeseen changes, maintaining a balance between tourist accommodations and housing offers in the historic centre.

→ COMMUNITY ENGAGEMENT

There could be 2 ways to develop Community Engagement: trying to coexist with locals and visitors or organizing programmes to inform debate so residents could effectively contribute to the management of local tourism (Goodwin, 2017). This thematic is least represented at just 18.75%, mainly because it is difficult to involve residents, or tourists at all, into projects that have the aim to create a symbiotic relationship between host and tourists. An example of a good practice that tries to boost the coexistence between residents and tourists has been developed in Barcelona, with a project that works to ensure that tourist activity is compatible with a sustainable urban model and that the city continues to be open to tourism, while promoting the right to housing and clear living standards.

The last subtheme considered in the framework of the study is Environment. An interesting data is that no good practice related with this topic has been found. The suggestion is to dedicate more attention on environmental issues trying to involve tourists in recycling or promoting actions that will mitigate tourist footprint in the city environment.

T.3 | INTERNATIONAL RECOMMENDATIONS

In the trend analysis, it has been observed, that cities have the propensity to focus their attention on Visitor Management and Regulation. In other words, the policies of the cities are aimed at managing the tourist flow and at prohibiting certain behaviours. But are the cities observing the international recommendation?

2018 UNWTO Overtourism? Understanding and Managing Urban Tourism Growth beyond Perceptions

Starting from the subtheme of Regulation, which derives from a suggestion of a research report from UNWTO, local regulation should focus on topics such as opening times of attractions, access to popular attractions for large groups of visitors, traffic restrictions during certain time spans, drop-off zones for coaches in suitable places, pedestrian-only zones, tax setting for online tourism accommodation services. The report also suggests supporting these actions with analysis of the city's carrying capacity and of critical areas and attractions. The collected good practices related to Regulation develop only some of these topics, in particular tax setting and tourist accommodation. So, it is important that cities also place their attention on other issues, in particular it is suggested to focus on thematics such as drop-off zones for coaches in suitable places.

Moving now to Visitors Management. According to UNWTO, each destination should define a strategy for tourism management that would spread the tourism flow far from the Historic Centres of the cities. It is possible to deduce from the analysis of the practices studied, that this point has been reached by cities that suffer from overtourism. It is probably one of the easier instruments to alleviate the pressure of tourist flow and for this reason, among the cities analysed, it is the most used mean to mitigate the high tourist density present in their Historic Centres.

UNESCO World Heritage Sustainable Tourism Online Toolkit

Regarding Community Engagement, Guide 4 requires a site to tell the story of the host community in order to drive visitors to a better understanding and respect for the local community, and at the same time, local communities should be involved in the decision process and develop a model to share the benefits of tourism instead of just experiencing its pressure. The good practices collected that regard this topic are focused on coexistence between visitors and residents. It is related to sustainable tourism development that not only has the aim to create prosperity and material gains, but also, and in particular, to improve well-being and the resident's quality of life (Postma, 2001). In other words, understanding conflict, both current and potential, between visitors and residents is important for the sustainable tourism debate (Postma, 2017) as well as a focal point for the administrators of the cities analysed which seem to have understood and assimilate this international recommendation. Tourism is an opportunity for communities and their people to share the benefits of tourism and for this reason it is important to stress community engagement so that residents confront less problems from tourism.

2005 UNEP, UNWTO Making tourism more sustainable

A guide for policy makers: The last international recommendation regards Environment. It is one of the three pillars holding the concept of Sustainability emerged during the conference of Stockholm, 1972 and is based on the following definition provided by UNEP, UNWTO (2005): "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". As previously mentioned, no good practices have been found regarding this last aspect. It is possible to formulate some hypothesis to explain this lack of practices:

1. The environmental impact in tourist city destination could be not adequately measured and not all sites have an observatory to monitor the impact.
2. In case of measure of environmental impact, it is difficult to distinguish between environmental impact due to tourists and the one due to residents.
3. It could be possible that, where objective measures have been realized, the impact should be remained under below the criticality threshold.

Through the trend analysis of good practices and a comparison between international recommendations and the collected good practices it has been revealed that the international recommendations are only partially followed, in particular, only Visitors Management and Community Engagement follow linearly what it is internationally suggested. Good practices related to Regulation are more numerous than the others but are very focused on tax and tourist accommodations.

With regard to Environment, this subtheme needs to be more monitored by tourist city destination.

4.2

Guidelines for site managers

4.2 Guidelines for site managers

GOVERNANCE

WORLD HERITAGE MANAGEMENT

- ✓ It is recommended to nominate a World Heritage **site manager** in each World Heritage site and designate an office with competent staff, dedicated to the management of the site.
- ✓ It is suggested to establish a World Heritage site **Steering Committee**, composed of representatives from institutions and bodies that have direct competences and responsibilities regarding the management of the site and therefore the maintenance, enhancement and transmission of its Outstanding Universal Value. The Steering Committee is an advisory body charged with the task of guiding the implementation, monitoring, updating and reviewing of the Management Plan.
- ✓ It is suggested to promote the creation of a joint and international team of research (a **laboratory**) through an agreement between the site management team and universities. The joint research laboratory can focus its research, studies and projects on the management of World Heritage sites, their preservation and enhancement (i.e., FLORENCE: HeRe LAB – joint Laboratory between the UNESCO Office of the Municipality of Florence and the University of Florence).
- ✓ It is suggested to develop a Management Plan with a defined vision and mission, created with the support of an interdisciplinary team that can set criteria, objectives (which takes into account the historic urban landscape concept), indicators and shape action proposals. Moreover, the Management Plan should be disseminated and accessible to all. Therefore, it is advisable to summarise the Management Plan, making it more streamlined, concise and readable by the majority of people.
- ✓ In the **planning** process for the construction of the Management Plan, it is suggested to organise a **process of participation**. This can be constituted by workshops for an intensive exchange and communication among stakeholders, and several moments to spread word of the achieved results. The main themes of the workshops can be: World Heritage management and governance, culture, tourism, mobility and liveability, etc. Workshops and the final conference have to be as inclusive as possible and oriented at guaranteeing the future elaboration of an integrated Management Plan. Among the objectives there should be the awareness-raising of the Outstanding Universal Value (i.e. CUENCA: The application of the recommendation on Historic Urban Landscape (HUL)).
- ✓ To control the implementation of the Management Plan by reviewing the compliance with its principles and objectives,

monitoring the implementation of its actions, involving stakeholders and adapting it in terms of **continuous process improvement** and in accordance with new changes and challenges that could arise. The monitoring should be carried out through: data recording and collection, data analysis and evaluation, discussion of results, elaboration of the monitoring report, reviewing and planning of the Management Plan and its implementation (management cycle).

- ✓ To create **policies and to apply methodology to guide the development and the protection of the urban and landscape setting** of the World Heritage site, the historic city skyline and the most iconic visual characteristics and viewpoints. This will act as a source of reference for decisions on urban development, providing detail on issues such as heights, massing, appropriateness of materials and colours. The guideline will allow also to assess impacts of any development on the site setting (i.e. EDINBURGH: Policy ENV1 and The Skyline Policy).

FUNDING

- ✓ **(EUROPEAN FUNDS)**
To foresee that the 25% of the **European Structural and Investment Funds** are primarily designated to World Heritage sites. To promulgate **special European and national Laws dedicated to World Heritage sites** allowing annual grants to finance their management, with a particular focus on Management and Sustainability Plans and Disaster Risk Management Plans.
- ✓ **(NATIONAL FUNDS)**
It is suggested to provide an adequate allocation of **State funds** dedicated to the sustainable management of World Heritage sites in order to be able to guarantee their appropriate maintenance, development and transformation. To this end, it is advisable to plan a 10-year programme funded by the State, which is dedicated to the recovery and restoration of the World Heritage site assets.
- ✓ **(MUNICIPAL FUNDS)**
It is recommended to open a **call for tenders** addressed to cultural activities to enhance public areas (such as squares and streets etc.) which have been subject to phenomenon of abandonment and misuse and to return them to the community through activities based on a multi-stakeholder's approach.
- ✓ **(PRIVATE FUNDS)**
It is recommended to establish call for tenders which provides

grants, coming mainly from the State Parties and partially by the site management body, dedicated to **conservation actions on private buildings** within the World Heritage site. These actions can be proposed by residents and business-owners, who can receive repayable grants (to be repaid upon the sale or transfer of the property or after 10 years) or non-repayable grants (unless the property is transferred or sold within 24 months) for interventions which use traditional materials and methods (i.e., EDINBURGH: Conservation Funding Programme).

- ✓ To create and organise a **communication campaign to raise funds** to be allocated to projects which are proposed by the local community, are focused on the conservation and the enhancement of the site and its attributes and which are selected by the local body responsible for the site management.

- ✓ **(TAX DEDUCTIONS AND INCENTIVES FOR CULTURE)**
To foster **tax incentives** for those who support culture with charitable donations. This could consist in a reimbursement equal to 65% of what individuals, non-profit organisations and businesses pay when they make a charitable contribution to public cultural works, institutions and facilities.

- ✓ **(TOURIST TAX)**
To develop a **tourist tax which can be mainly dedicated to finance projects** related to: conservation of the environment; recovery and rehabilitation of historical and cultural heritage; promotion of scientific research projects; improvement of training and quality of employment; technological innovation that contributes to the reduction of challenges and risks related to natural, economic and social changes. A Commission for the selection of projects funded through the tourist tax is recommended (i.e., PORTO: Use of Tourist Tax; BALEARIC ISLANDS: Sustainable Tourism Tax).

LOCAL COMMUNITY AND STAKEHOLDERS ENGAGEMENT

- ✓ It is recommended to formally constitute a permanent advisory body, that is formed by representatives from several institutions and entities. This **advisory body** participates in developing policies that can **ensure the quality of residents' lives and visitors' experience**. The body has to: promote inclusive sustainable economic growth, social responsibility of the territory and quality of employment in the tourism

industry; work to preserve city's identity; promote mutual understanding and cohesion. (i.e., BARCELONA: Tourism & City Council).

- ✓ To foster the creation of an **engaging process** between private and public subjects in order to easily communicate and reduce conflicts. This can be applied through an **Atelier**, which interacts with the community and its requests and defines a strategic vision for the site in a collaborative manner. The **Atelier**, characterised by several meetings and workshops, could collect ideas regarding the World Heritage site, which can be deemed feasible and possibly implemented by the technical staff (i.e., BORDEAUX: Negotiated Urbanism).

- ✓ To foster the creation or the identification of a subject (i.e. independent management agency or society) which acts as a **mediator/intermediary body between owners -investors, owners - tenants, citizens - administrators** and takes charge of the urban areas and their rehabilitation interventions (i.e., EDINBURGH: Conservation Funding Programme; PORTO: Porto Vivo, SRU).

- ✓ It is recommended to schedule meetings with technical staff, public and private owners of buildings and authorities to **visit all the abandoned buildings** and allow a diagnosis of the site.

- ✓ To foster the establishment of an Urban Rehabilitation Areas Program which should be discussed publicly, and which defines concrete deadlines and actions such as the promotion of obligatory restructuring of degraded private buildings; licensing the private interventions of buildings and expropriation of vacant and degraded buildings; helping owners and investors to rehabilitate buildings and to find investment support (i.e., PORTO: Porto Vivo, SRU ; PORTO: Urban renewal programme of Morro da Sé).

- ✓ To foster the establishment of an **Office, that acts like a HUB, and can gather all the requests and the permits** for the enhancement of an area; the Office has to accompany the enterprises and the associations in their implementation and even to simplify the procedures. The Office will also provide support and information on the strategies adopted by the Municipality and public entities (i.e., FLORENCE: Enhancement of Piazza Tre Re).

POPULATION

RELATIONS

- ✓ To prompt social inclusion, mutual understanding and respect between peoples and societies in World Heritage sites **involving minor local communities in city life by creating volunteers' associations** favouring interrelations between minorities and public associations. (i.e., EDINBURGH: Routes to Roots).
- ✓ To foster the creation of **volunteer associations and/or citizen committees which participate in the decorum** of the World Heritage site, raising awareness of its value and strengthening the **sense of belonging** and identity of the community.
- ✓ To promote and celebrate multicultural heritage through the creation of a **citizen's centre** which encourages mutual discussion and ideas among communities about current and future realities of the World Heritage site they live in.

LIVEABILITY

- ✓ To foster the presence of craftsmanship enterprises within the World heritage site and the **persistence of traditional shops and services dedicated to residents** and their lives.
- ✓ To foster the creation of **new sustainable infrastructures which improves the public transport system** within the site and which links the Core Zone and the Buffer Zone.
- ✓ It is suggested to organise and create a multimedia platform accessible to all citizens with the aim of actively engaging them in **recycling through a role-playing game**. Citizens living in World Heritage sites can contribute to the recovery and recycling of materials and, in exchange, obtain discounts and prizes. The platform has to be able to link waste collection points, in which citizens can dispose of waste properly, to participating local businesses (i.e. restaurants, supermarkets etc.) where they can be rewarded (i.e., SANTIAGO DE COMPOSTELA: Tropa Verde).
- ✓ It is recommended to put in place a continuous **environmental awareness campaign** to be spread throughout the territory through workshops, didactical sessions and conferences to be carried out especially at schools.
- ✓ To foster the **creation of regulations which protect the World Heritage sites by generally countering the degradation** as well as the elements and **behaviour that cause damage** to the aspects of general interest (such as public health, civil coexistence, urban decorum, historical urban landscape), and by limiting vehicular traffic and preventing both atmospheric and acoustic pollution. Moreover, restrictions or bans should be applied to the opening of new tourist activities in case of excessive presence of

tourist activities which can interfere with city liveability (i.e., FLORENCE: UNESCO Regulation).

REGENERATION

- ✓ To carry out urban **regeneration actions by working on abandoned buildings** within World Heritage historic centres **through the principles of bio-building and energy efficiency** providing an example for the recovery of other buildings (i.e., FLORENCE: Enhancement of Murate complex: residential public housing project).
- ✓ To analyse and **map all of the abandoned and degraded areas and create a shared platform** that could encourage interventions for enhancement of the World Heritage site through the cooperation between private and public entities. The map could be taken as base document to set up future urban interventions (i.e., CUENCA: The application of the recommendation on Historic Urban Landscape (HUL); PORTO: Urban renewal programme of Morro da Sé).
- ✓ It is recommended to attract and secure residents to ensure continuity of the city as a living place, by combatting urban degradation. This can be achieved through the creation of a **public platform that advertises vacant properties and social rents**. Thus, owners can be incentivised in the repurposing of their empty property by a safe leasing guarantee (i.e., SANTIAGO DE COMPOSTELA: Aviva).
- ✓ To define a **long-lasting Rehabilitation Programme for degraded quarters** with the aim of generating better living conditions. This can be applied through the planned rehabilitation of buildings which can lead to the subsequent attraction of people and new dynamics.
- ✓ To set **laws and funds for public residential building interventions**, in particular for abandoned buildings, and to create a multifunctional, cultural and recreational hub which contributes to the regeneration of entire neglected areas (i.e., FLORENCE: Enhancement of Murate complex: residential public housing project).
- ✓ To re-establish a **craftsmen's district**, by rehabilitating neglected areas and by **providing vacant and abandoned buildings as workspaces for certified crafts professionals**. Here, they can work, exhibit crafts, carry out educational demonstrations and workshops, and have a more direct contact with the consumer (i.e., VILNIUS: Fine Arts and Ethnographical Trades and Fairs Programme).

TOURISM

ACCOMODATION

- ✓ It is recommended to create plans which consist in **regulating the cities into various areas** (i.e., Core Zone and the outer area, that is the Buffer Zone) to control all types of tourist accommodations in order to gradually move them away from the city centres. Some suggested areas could be: areas of no new-opening; areas where it is possible to open a new accommodation activity only if another accommodation has closed; limited growth areas; no-limit growth areas (i.e., BARCELONA: PEUAT – Special Urban Development Plan for tourist accommodation).
- ✓ It is suggested to create dedicated **Conflict Mediation Offices for conflict mediation between visitors and residents**. Conflict Mediation Teams go to Housing for Tourist Use where there have been reported complaints and interact with neighbours using mediation and facilitation tools. Conflict Mediation Teams also have the task of searching for illegal tourism accommodation activity (i.e., unlicensed homes for tourist use) (i.e., BARCELONA: Coexistence Programme between neighbours and neighbourhoods and housing and other accommodations for tourism use).
- ✓ To **stop the opening of new accommodation activities** in the Historic Centres, to promote the permanent residence of locals through multiple forms of tenancy and housing contracts.
- ✓ To **create regulations which protect residency, manages the development of short-term rentals (STRs)**, reduces the black market and requires policies such as the creation of a dwelling in the same area for long term rental; the partial rental of the primary house; the declaration of the STR via a specifically created website which issues a registration number to be affixed in any promotional mediums of the apartment; hiring a team of agents who control the application of the regulation (i.e., BORDEAUX: Control of tourism Accommodation).

ANALYSIS

- ✓ It is suggested to **monitor the environmental impact of tourism** in tourist city destination to better understand the tourist impact and to monitor the carrying capacity of the World Heritage site or of the whole city destination, in order to guide visitor

- ✓ management and reduce the tourist impact on the environment and on the social fabric of the site.
- ✓ To **create a platform co-built** by institutional and professional tourism actors on the metropolitan area and to **insert tourist data in a collaborative way** within it; to monthly develop a statistical analysis based on the data inserted (i.e., BORDEAUX: Tourist Barometer). It is recommended to use **mobile analytics to monitor the tourist flow** in city destination and to understand the utilisation of the site by the city users (i.e., FLORENCE: Mobile Analytics).

DECONGESTION

- ✓ To strengthen the partnerships between different institutions, bodies, citizens and business owners to **enhance and communicate lesser known itineraries and to create new iconic attractions/destinations**, providing a real decentralisation of the cultural offer and reach the most remote territories and isolated audiences.
- ✓ It is recommended to create an **integrated marketing concept and related promotional tools for the Metropolitan Area** of tourist cities, which takes into account cultural attractions outside the World Heritage site. The concept targets international visitors, promoting the Metropolitan city as a single destination with diverse areas (i.e., AMSTERDAM: Visit Amsterdam See Holland).
- ✓ To foster the creation of “**City-Card**” which permits to visit attractions also outside the overcrowded Historic Centres and/or valuable places which are lesser known.
- ✓ To foster the **improvement of sustainable transportation systems**, in order to facilitate the flow of tourists towards out-of-the-way attractions.
- ✓ To promote the **opening of attractions that are usually closed to the public**, in order to disperse tourists, lightening the pressure on the Core Zone of the World Heritage site.

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