

PICTURE



Pro-active management of the Impact of Cultural Tourism upon Urban Resources and Economies

Deliverable n° Summary of D5 & D15

Deliverable title Format & Structure of the Strategic Urban Governance Framework

Task n° 5.2.1

Task Leader LEMA

Task partners LEMA, ITAS, ITAM-ARCCHIP, QUB, UAM, FEEM, EICR, SYR, CAUE, EH, COC

Authors Elisabeth Dumont, Jacques Teller

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Activity: Specific activity covering policy-orientated research under "Policy support and anticipating scientific and technological needs" → Priority 3. Underpinning the economic potential and cohesion of a larger and more integrated European Union → Topic 3.6. The protection of cultural heritage and associated conservation strategies → Task 5: Cultural heritage and tourism.

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1. Context and aim of this deliverable

PICTURE aims to develop a strategic urban governance framework for the sustainable management of cultural tourism within small and medium-sized European cities. This framework will help to establish, evaluate and benchmark integrated tourism policies at the local level with a view to maximising the benefits of tourism upon the conservation and enhancement of built heritage diversity and urban quality of life.

The format and content of the strategic government framework will heavily depend on the type of public it targets. Results of the PICTURE project are mostly aimed at municipalities and town councils, which increasingly have responsibilities for cultural tourism development but that often lack expertise to handle state-of-the-art techniques and complex research prototypes. It is hence of utmost importance to produce, besides research reports and academic articles, a practical document aimed at facilitating tourism development procedures in small-and-medium-sized European towns and improve their sustainability.

This deliverable inscribes itself in the development of the strategic urban governance framework. It aims to establish the format of the guideline (paper or electronic) and it will outline its expected content and main objectives.

2. Aim of the strategic urban framework

The strategic framework will help to establish, evaluate and benchmark integrated tourism policies at the local level with a view to maximising the benefits of tourism upon the conservation and enhancement of built heritage diversity and urban quality of life.

It will be heavily based on results gained during the whole research. It is conceived as a publishable document aimed at increasing concern, knowledge and skills about the effects of cultural tourism upon built heritage diversity and urban quality of life. It will be addressed to local authorities in charge of the design and implementation of cultural tourism policies. Its aim is to provide local governments and decision makers with tools to facilitate the assessment of the impact of tourism in a locality, with particular regard to built heritage issues and relevant quality of life parameters, in order to improve their strategies, plans, and policies. It will capitalise existing knowledge and good practices of sustainable cultural tourism in Europe, focusing upon the effects of the sector upon the conservation and enhancement of built heritage diversity and urban quality of life.

In summary, the framework aims at fostering a pro-active approach, facilitating impact assessment, increasing awareness of sustainability issues, favour creative governance strategies. In one word, it aims at sustainability in cultural tourism developments.

This framework has to be distinguished from the guidance on survey methods and prototypes that will have been developed during the research work, even if it often makes reference to these tools.

3. Public of the framework

Recent decentralisation has offered greater opportunities for local authorities across Europe to develop and pursue their own tourism strategies and long-term planning. Yet, they often miss the expertise and instruments to do so. Therefore, PICTURE strategic urban governance framework mainly focuses on small-and-medium sized municipalities and town councils. However, achieving their objectives requires a proper vertical and horizontal integration of their projects with other decision-making bodies. Horizontal integration implies coordinating a series of stakeholders, either from the public or private sectors, working in the domains of transport, accommodation, cultural services, urban planning etc. Vertical integration consists of coordinating the different spatial scales and decision-making levels involved in a typical tourism strategy. The strategic urban governance framework could also be of use for regional authorities and networks of cities, tourism consultants and other professionals (archaeologists, architects, urban planners), especially as meeting one's objectives requires effective integration. The general explanation of key concepts could also benefit a general public.

4. Elaboration Method

The task 5.2 "*Elaboration of strategic urban governance framework for cultural tourism*" is lead by the coordinator of the project (LEMA). The Strategic Framework will be developed incrementally, so as to allow its progressive refinement through feed-back loops between the consortium and the EAB and the EEUG. It has been structured along four successive subtasks: definition of the format (5.2.1), elaboration of the structure (5.2.2), preliminary version (5.2.3) and finalisation (5.2.4) of the framework. The preliminary version of the framework (task 5.2.3) will be delivered prior to the second meeting of the EAB on month +30. The framework will be finalised for the end of the project, thus at month + 36.

5. Suggested structure

5.1. The PICTURE guide (paper document)

The guide should not be longer than some 100 pages due to budget and dissemination reasons. It is therefore proposed to organise it along these 5 main sections, and 27 sub-sections. Each subsection should be 3 to 5 pages long, including pictures, tables, boxes and so on. Each subsection will include a box with relevant links to PICTURE deliverables, case studies and other internet resources.

At the moment, two different presentations are under consideration. A traditional version in book form and another version, in file form, with different paper booklets or paper clips. All other suggestions welcome. Practical and financial possibilities will be investigated to make a choice for MTA.

A basic structure of the guide has been presented and discussed in Luxembourg and during MTA.. It is now circulated amongst partners for further suggestions and amendments.

1. Cultural Tourism Challenges & Opportunities

- 1.1 Cultural tourism development. What is cultural tourism. Context of its development.
- 1.2 Challenges & opportunities : sustainability and likely positive and negative impacts of tourism
- 1.3 Tourism policies: concepts and references, aims and objectives
- 1.4 Tourism management and governance.
- 1.5 Key principles of cultural tourism strategies: stakeholder cooperation, respect of cultural diversity, public participation and long-term monitoring.
- 1.6 Content of the Guide
- 1.7 Introduction to case studies

2. Urban cultural resources

- 2.1 Tangible & intangible heritage within cities
- 2.2 Taxonomy of cultural attractors
- 2.3 The built environment as a living cultural resource (including modern architecture)
- 2.4 Urban Quality of Local Life (as cultural attractor, eg: ways of life, markets, nightlife)

3. Urban governance of Cultural Tourism

- 3.1 Main actors of cultural tourism development
- 3.2 Typology of leadership and partnership structures
- 3.3 Benchmarking tourism destinations
- 3.4 Cultural networks between European cities
- 3.5 European Capitals of culture

4. Cultural tourism impact assessment: procedure, tools and methods

- 4.1 The CTIA procedure step by step
- 4.2 Screening projects and policies to be submitted to a CTIA
- 4.3 Visualisation of major tourism developments
- 4.4 Impact of tourism upon built heritage diversity
- 4.5 Impact of tourism upon local economies
- 4.6 Impact of tourism upon cultural practices
- 4.7 Participation methods
- 4.8 Contingent evaluation techniques (title to be rephrased by PR)
- 4.9 Assessing tourists satisfaction
- 4.8. Visitor Studies

5. Glossary

- 5.1 General intro on the difficulty to agree on definitions
- 5.2 SUIT, ICOMOS, Delphi.
- 5.3 Other (depending on partner's suggestions)

5.2. PICTURE case studies (electronic pdf format)

PICTURE case studies are published electronically. Each case study will be structured along four main themes, corresponding to the main sections of the PICTURE reference Framework:

- Cultural Tourism Challenges & Opportunities
- Urban governance of Cultural Tourism
- Urban cultural resources
- Impacts of cultural tourism at the local level
- Key lessons learned from the case study

Each case study will be 15 to 20 pages long. It will allow to illustrate the application of a specific technique/method that will have been applied in the course of the project and presented in sections 3 and 4 of the Framework. An introductory section presents the different cases of analysed and their specificities in terms of strategic policy.

5.3. PICTURE IT resource centre (html pages or dynamic database)

PICTURE resource centre for innovative cultural tourism strategies will complement section 3 of the reference Framework. It may include PICTURE case studies but should not be limited to these cases. It will provide a list of innovative actions/objectives pursued by cities in their tourism strategies as well as innovative management styles (in terms of partnership, territorial organisation and the like).

The results obtained from these tasks indicate that a combination of traditional resources (paper, a brochure or folder) with digital resources (website or CD-rom) would best suit the aims of the framework. This would allow a minimisation of the digital gap and the ease brought by paper formats, combined with the adaptability of the digital format, its customisation, look-up and updating possibilities. It would also easy links to other points of information as research highlighted a desire to know not only what to do but also where to look. It has still to be decided whether the paper version will be a shorter version of a more dynamic website version or whether they will replicate one another. The technical feasibility of a database also remains to be checked.

A strong desire for an adaptable, customisable, simple and usable was present among the expert interviewed. Yet, in order to respect local and global diversity and not underestimate challenges, one needs to keep an eye on the dangers of oversimplification. The idea of a resource centre often came to light and might offer a solution to this dilemma.