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SHARE | Sopianae, The World Heritage Site | Local Action Plan of Pécs

The Local Action Plan of Pécs

Final and official version

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Introduction

Looking at the diagram on the front page, one might not only identify those periods in the history of Pécs that plays an important role in the cultural profile of the city but at the same time it defines the distinctive moments of urban development and decline. These were the formative moments of urban life that we might now identify as culture, expressed itself in the build environment of Pécs. For this very reason, we believe that if we aspire to redefine the role of culture and cultural heritage, we can only do so within the urban development context of the city. Not only these theoretical considerations prompt us however to formulate our question in this way, but the present urban development context of Pécs as well. For along with the democratic transition we have embarked on in 1989, Pécs have lost its industrial and economic foundations, while the past three decades marks only a "drifting with the current".These ambitions in turn, were well supported by the theoretical framework of the SAHE project as well as the collective work and the exchange of experience with our partners.

Generally speaking, the approach of sustainability highlights the importance of the very context of a given urban intervention, thus the project brief – otherwise quite rightly - defined a framework by which we could consciously and systemically analyse this context. In fact, the deeper we have looked into the particular case of the Early Christian Cemetery the more we have realised that these missing links has to be developed in order to make this cultural asset sustainable. The question we have to respond is not the cultural asset itself, but how it is integrated into the urban context and the framework of culture and tourism. Along with all these we have also discovered that the Economic Development and Innovation Operational Programme (later on EDIOP) is quite blind to these contextual issues.

Just like our Vadstena partners for example, we have also identified the importance of space, for the touristic attractions are distributed and "consumed" in space and for this reason spatiality is a central problem! Our analysis however, went far deeper than the rather important issues of urban design, in fact, we believe that the framework of interventions we have developed for this task is quite genuine in itself, for it explores all aspects of collective strategic action[1], ensuring this way the potential of this plan to make a difference. (LAP 4. diagram, page 7.) We believe that this framework in itself might well be integrated into the EDIOP policy instrument as a framework for contextual factors of sustainability.

Reading the Local Action Plan (later on LAP), the external reader might have the feeling that the local planning team has lost the focus of its endeavour but on the contrary, they are willingly and consciously trying to draw the attention of the decision makers in Pécs and the policy makers of EDIOP in Budapest to the importance of these contextual issues. We strongly believe that the argument we have built around the Case Study, the Benchmarking exercise and the LAP, as well as the feedback we got from the stakeholder meetings are strongly underpinning this claim. In fact we have developed the "smart shrinking" vision in order to prove that the cultural heritage of the city in general and the Early Christian Cemetery in particular can play an important role in the future of Pécs even in the times of an economic and financial crisis. It is particularly important in Pécs, for the cultural institutions are seen as an obstacle to the financial stability of the city.

We might also elaborate a little bit on the overall mission of this paper in advance, for the genere of a Local (!) Action Plan – which by definition should respond to local problems – might seem contradicting to one of the overall aims of the SHARE project to influence national or European policy. We belive the best way to improve a national policy is to test it locally and draw conclusions that can be generalised on a national scale. The work we have done in the SHARE project provides valuable imput. In our understanding the Case Study highlighted the shortcomings of the EDIOP, the Benchmarking excercise provided policy evidence on it, while through the actions that had been identified LAP we can formulate policy suggestions. Thus the focus of the LAP is Pécs and the Early Christian Cemetery but the lessons we learned locally is going to be applied on the national level of EDIOP.

Since the LAP is an action oriented strategic planning instrument we might also need to discuss, who the actors are and how we believe they will work together. By action, we refer to the actions defined by the LAP, but also to the actions that leads to the amendment of the EDIOP policy. The latter one is easier, for we have an agreement with the managing authority of the EDIOP policy instrument, that is the Ministry of Finance, to reflect on the current policy, wich will in turn affect the second round of applications. The second one however is a far more complicated issue, for the local project partner of SHARE – the Municipality of Baranya – has only limited influence to achieve the goals defined in the LAP, thus the actions are built around the voluntary contributions of the local stakeholder group and the convincing power of the argument defined in the LAP. We have been involved each and every stakeholders and perspective actors into the planning process, so we might rightfully believe that it provides a solid foundation for collective action.

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[1]   Levy, Caren (2007) „Defining collective strategic action led by civil society organizations: the case of CLIFF, India" from 8th N_AERUS Conference, 2007, Spetember 6th-8th, London, UK, N-AERUS pp.-1-29, London: N-AERUS
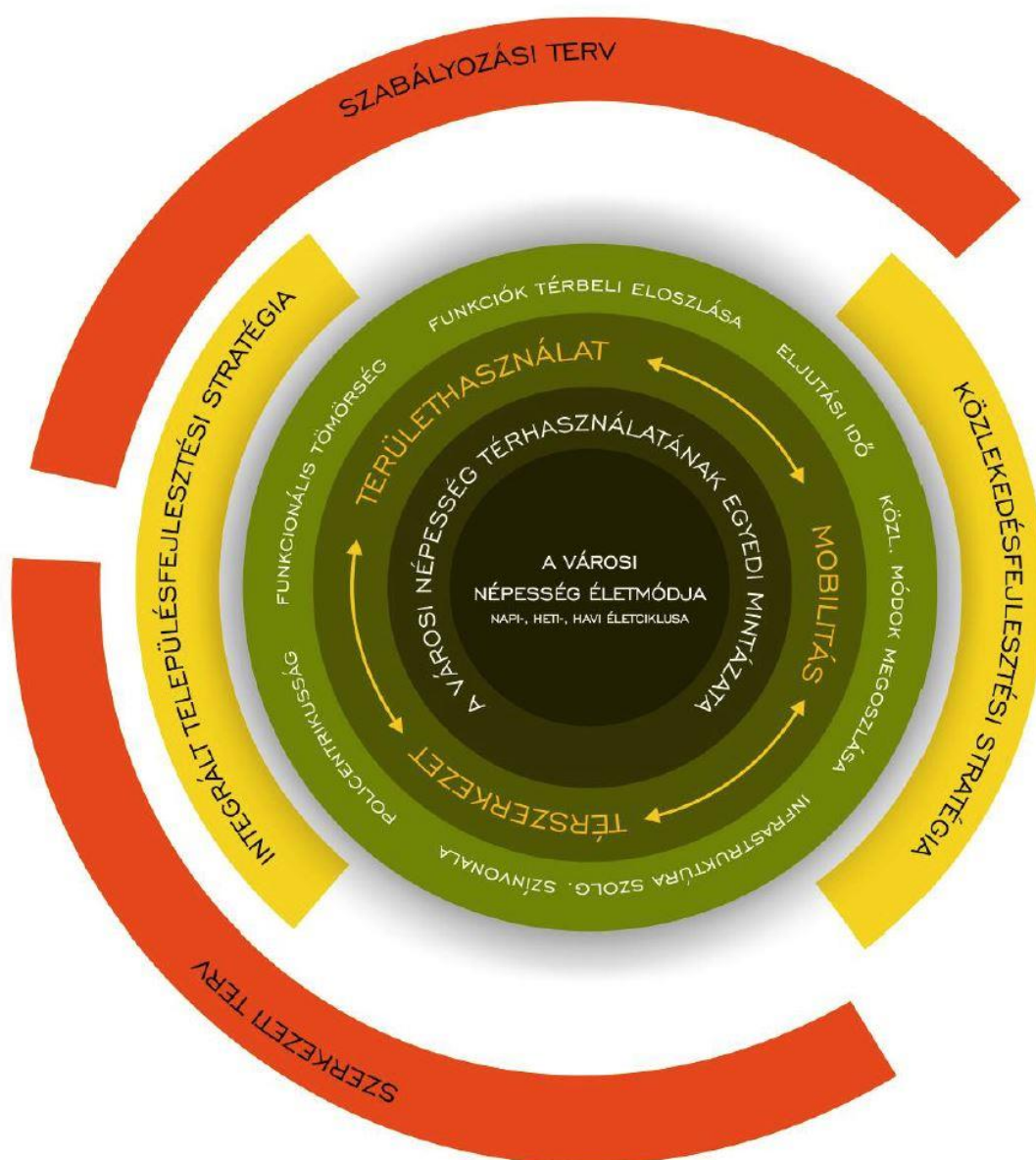
The Strategic Vision of Pécs
Compact city, Sustainability on the industrial foundations

In 2014 the municipality of Pécs decided to reflect on the past three decades and try to formulate a vision that would – at least in theoretical terms – suggest a point of growth. Due to the industrial past of the city and the economic development policy of the central government, the development plan was built around the idea of reindustrialization. Even if the plan integrated this idea within the framework of sustainability and - its spatial counterpart – the compact city, it was a turning back to something that we have left already behind. This plan saw the idea of the cultural industry and tourism - around which the Cultural Capital of Europe program was built – as a burden and a dead end, thus they had politely neglected both of these domains. We believe however that it is so only if we do not integrate them into our vision.

"CONSCIOUS REPOSITIONING"

"FLOATING WITH THE CURRENT" SCENARIO

| GROWTH | STAGNATION | DECLINE | REPOSITION | GROWTH |
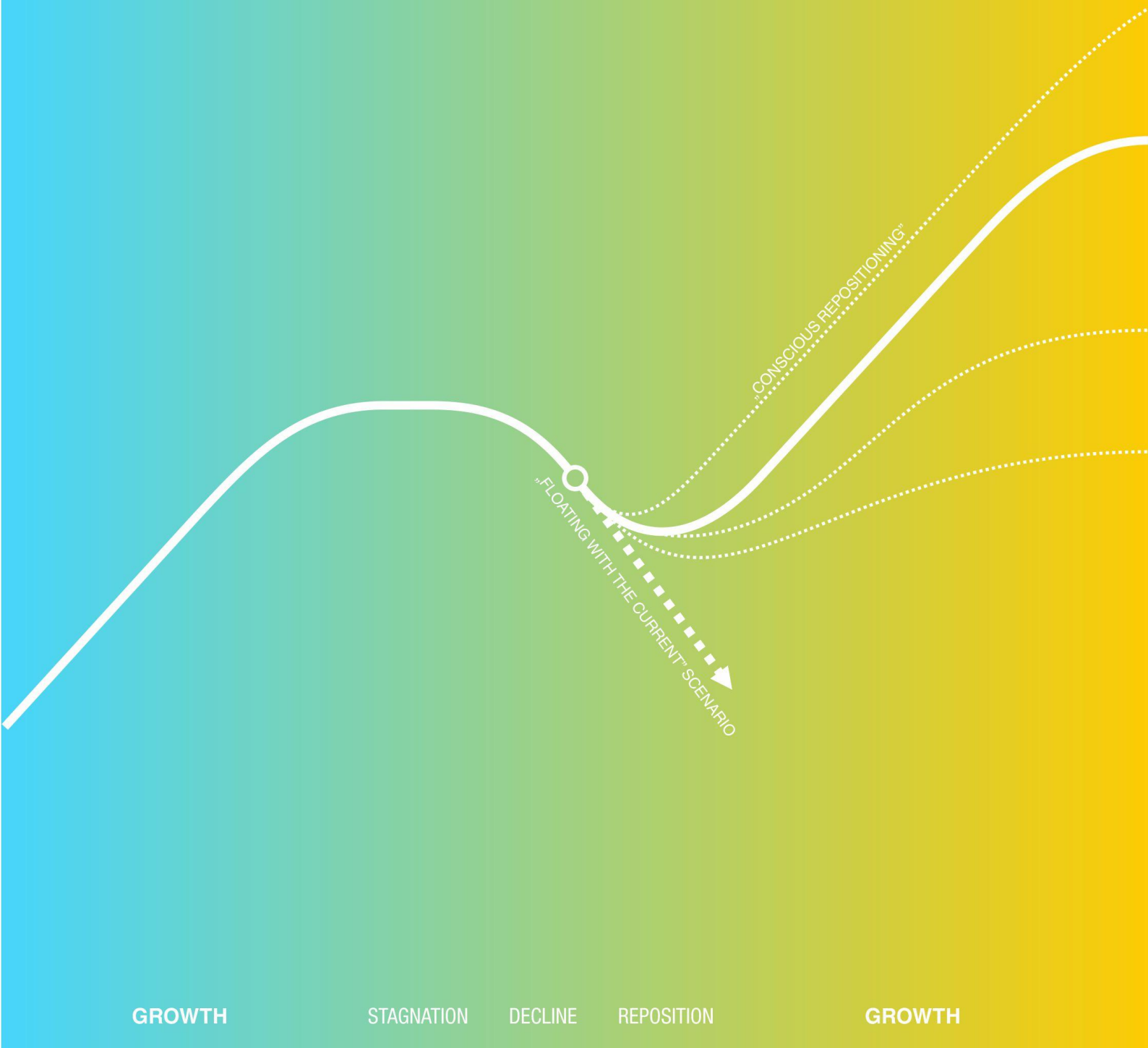
1 diagram| the lifecycle of cities

Smart Shrinking
Tracing the key concept of the action plan

Future Shock[2]   In its broadest sense, probably the most important lesson we can learn from the Case Study is that the growth of cities have - by definition - a pulsing nature, in line with their dynamic urban identity. Each period of growth is followed by stagnation and later on shrinking as the logic of innovation exhaust its urban development potential. Cities would go on "floating with the current" until they can find a new path for development, by understand the changing context, let it be paradigmatic or territorial. All the cities that we know today went through similar crises, but only those ones survived that had the courage to leave the old ways of thinking behind and could develop a future proof vision.

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[2]   Alvin Toffler (1970) Future Shock; Random House, NY, New York

Waves of change Toffler [3] identifies three epochs in the history of mankind that had fundamental consequences on the very nature of cities describing this phenomenon as the "waves of change", providing a metaphor that helps us imagine the process. By a set of technological advancement, the agricultural revolution had liberated masses of people from their duties in the fields and brought them into cities that grew around markets at the crossroads of logistical routes. Mass production and mass consumption in turn, during the industrial revolution, attracted massive waves of urbanization to cities reach of raw materials. By the innovative public administration and planning toolkits of modernism, cities could "domesticate" these wild urban dynamics and organise them into logical patterns.

Information revolution But the story of urbanization does not end here! Instead of the production and consumption of material goods, information revolution is built around knowledge production, the life cycle of cultural, knowledge and other immaterial goods. For this very reason, the cities of the information age, are no longer built around the physical resources and infrastructure (hardware) but attracts the creative class[4] –that is the "soft material" of innovation – and the "soft" infrastructure of knowledge production. (Software) Although we might be witnessing "shrinking cities", we have no reason to believe that the pace of urbanization would ease, at all. The past suggests however, that we will be seeing new urban typologies emerging out of the changing context of urbanization.

Smart shrinking Thus in our understanding, "smart shrinking" is the natural adaptation of cities to the changing urban development context of the information age, where the very nature of change can be grasped by five interrelated phenomena. The very foundation of this transition lays in "the smart infrastructure", which shade light to previously hidden parts of urban life providing an ever-sharper picture about cities, its infrastructure and – which is probably far more important – about the way it is used and the demands and aspirations of their users. It is not only important because in this way we can achieve a far more intensively exploited urban infrastructure (compact city) but at the same time we can introduce a far more responsive practice of planning and maintenance to the dynamically changing demands of urban life. (Quality of life) Through this increasing quality of life, cities can compete successfully to attract the "creative class" that is that plays a key role in the transition to the knowledge economy, which defines a new path for urban development.

In this process of transition, universities play an important role for a set of reason. Firstly, their analytical skills and capacities are essential to utilise the potential in "smart infrastructure" and the ever-growing amount of data that it is collecting. (big data) Secondly, their innovation capacities play an important role in developing knowledge and high added value products supporting the transition in this way to the knowledge economy. In this capacity they acquire a leading position in urban economy and urban transition. It is so, also because this activity presumes an important role in urban infrastructure and real-estate development. All these together does not only presumes an ever more integrated relationship between cities and the universities and an urban development sensibility from universities but above all a new "Univercity" vision.

2 diagram | components of smart shrinking

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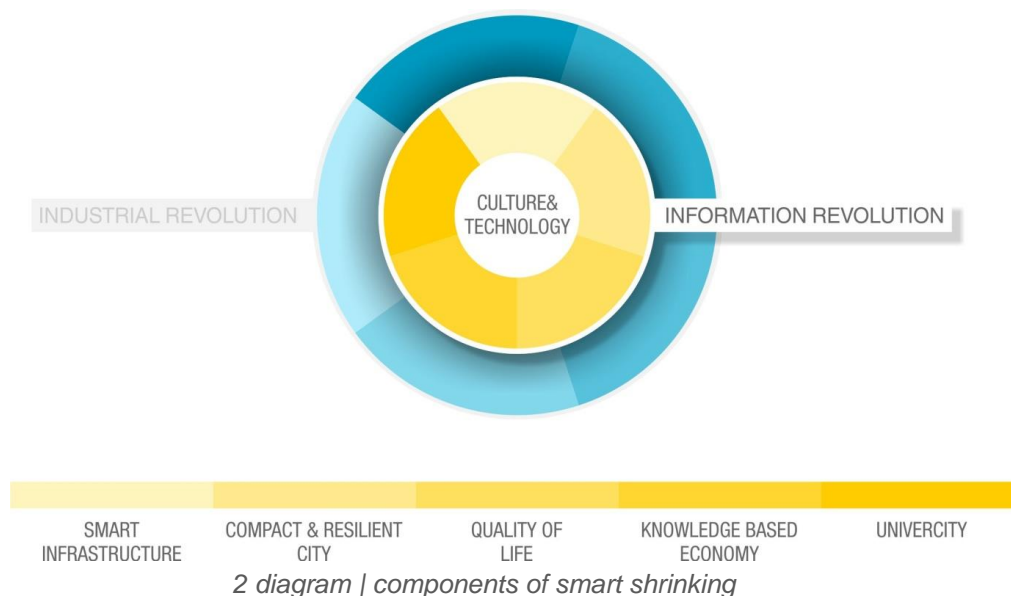
[3]   Alvin Toffler (1980) The third wave; Bantam Books, US, NY, New York
[4]   Richard Florida (2003) The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community, and Everyday Life; Basic Books; NY, New York

3 diagram | linking the concept of smart shrinking to the Action Plan

A culture and technology-based development narrative for Pécs

After the collapse of the industrial foundations of Pécs, it is hard to debate that in a long run, Pécs cannot turn back to the industrial revolution, the only question that remains is that how can we envision the transition to the information age, how can we establish a new knowledge economy. It seems also self-evident that these paradigmatic changes did not remain on the surface, but reaches to the very foundations of the city. Not only the examples from abroad but also the very history of Pécs suggests however, that these transitions can be and should be survived, for the layers of the build heritage of the city proves its success story. If we do not want to live this through as a tragedy, then we would need to leave our "industrial" mindset behind, and take the lead in urban change. We need a "future proof" vision that is written on the language of the future and is achieved by the tools of the future. If we have the courage to decide so, the only question remains how we can support this vision by tourism and the asset of the build heritage.

Smart Infrastructure and local tourism development

The novelty that smart infrastructure brings about in development is not the dataset that can be gathered about the conditions of the physical infrastructure rather to have a sharp picture about the pattern how they are used and how it is changing in time, as well as the insights that can be grasped about the aspirations of the users, for this is the key for evidence based planning and development. It is the very same in tourism: the better picture we can have about the habits and demands of the visitors of Pécs, the more successfully we can be in tourism. The challenge however is manifold, and the technological challenge is the least difficult. First of all, a good tourism strategy is needed that defines the appropriate demands of information that has to be gathered by the smart infrastructure to be able to monitor the tourism of Pécs. It has to be designed so that it is simple enough for the visitors to use while staying in Pécs and can be easily maintained by the local team responsible for it. The process of data collection and analysis has to be institutionalised giving rise to an evidence-based decision making. All the experience that might be gathered through a "Smart tourism" project can serve as a pilot for other fields of urban development.

Compact and resilient Pécs and local tourism development

Compactness does not mean– in our view – a certain level of density rather a dynamic balance between the spatial distribution of capacities provided by the physical infrastructure of the city (hardware) and spatial and temporal distribution of demands deriving from urban life. Resilience reflects to capacity to reprogram the software that runs on the urban hardware in a way that it can support the dynamically changing demands of urban life. The better we understand the way cities are used, the better software we can develop to reprogram the hardware that sustains urban life and the less hardware investment we need. At the same time, the better we became in reprogramming the city the more resilient we can make them.

Tourism is also a spatial phenomenon, for the visitors of the city "consumes" touristic attractions in space and time, in a pattern that emerges from the hardware of the city and the software that run on it. If we do not understand this pattern, we might miss the scale that is accessible for the visitors of the city - defining too ambitious routes for example - or we miss spatial anomalies that would make an – otherwise well constructed – program portfolio to fail. In the very heart of the tourism dilemma in Pécs lays the question why the touristic zone of the historical downtown cannot be extended and how to integrate the Zsolnay District into it. The lessons however, that we might learn in the field of tourism would provide also valuable insights also about the very functioning of the historical downtown and its relationship with the puffer zone that incorporates the Zsolnay district.

Quality of life and local tourism development

As it was the "labour class" that made the industrial revolution work, but it is the emerging "creative class" that will be the very foundation of the information revolution and knowledge economy. They have the skills to develop and produce high added value knowledge products that allow them a higher income and a higher living standard. These people tend to move those cities and districts that provide the highest living standard, which is in most of the cases to the historical downtown. For this reason, the competitiveness of cities is closely related to the functional and physical quality that the historical downtown can provide, which is at the same time the most valuable asset of city tourism wise. In this light, the development of the historical downtown in Pécs seems to support both tourism and the transition to the knowledge economy. Most of the cases in Europe however, historical downtowns went through a functional and economic crisis over the past 30-40 years due to the changing patterns of mobility and consumption. The creative class in turn can re-establish the social, functional and economic identity of the inner cities while focusing their everyday life to it. This social, functional and economic revitalisation in turn will strongly support the touristic value of the downtown as well.

Knowledge based economy and local tourism development

The knowledge-based economy is built around three premises: (1) smart infrastructure that provides the raw material of the information age (2) the creative class that provides the analytical and innovation skills (3) an innovation friendly innovation environment (living lab). The tourism sector can well be an ideal pilot to develop these conditions.

Univercity and local tourism development

The trends we see about the changing role of universities in general have tangible outcomes already in Pécs, suggesting an important role of the university not only in the field of knowledge economy but in tourism as well. It is an important fact that the number of foreign students is 4500 and the university will increase this number to 5500 until 2020. This "educational tourism" provides 8 billion forints / year purchasing power that is mainly focus on the historical downtown. From the 25-billion-forint infrastructural investment of the university – from which 3.2 billion direct investments goes to the historical downtown - has attracted more than 10 billion private investments, out of which 6 billion directly went to the inner city. We estimate also, that approximately 12% of the spent nights annually are closely related to the international activity of the university.

ORGWARE

(4) CITY TOURISM ORGANISATION

Even if there are competent players in the field of tourism which can sucessfuly manange the attractions in their posessions, none of them have the resource and the authority to work on city level tourism marketing and managament. (the local Tourism Destination Organisation is not empowered) For this reason, the there is only occasional coordination among the actors and there is no considerable expansioin in the tourism market.

(1) COMPACT / RESILIENT / „UNIVERCITY"

The infrastructural framework of the city has to be revisited in order to support a more comapct, more resilient use of the city. The redefined spatial framework has to support the needs of the knowledge economy and in line with that it has to create an integrated spatial framework for the attractions of tourism.

(5) TOURISM STRATEGY

Even if Pécs had a proper city level tourism organisation the more than 500 actors involved still does not have a common vision and do not know how to act together to achieve it. A lack of an inclusive toursim strategy does not only prevent the city to develop the sector of tourism collectively and coherently but at the same time it is the main reason why the field of tourism is not represented properly in the plans and policies of the city.

smart shrinking
sustainable tourism
world class world heritage
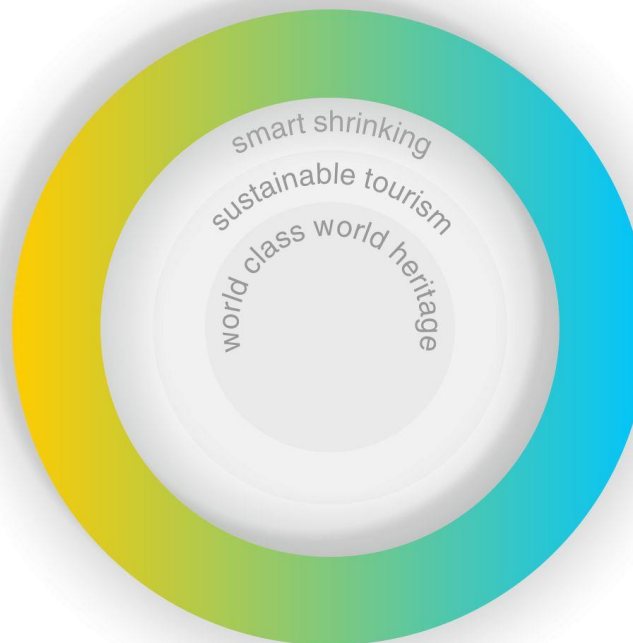
(2) QUALITY OF LIFE
ACCESSIBLE, FUNCTIONALLY RICH AND QUALITY URBAN SPACES

A new urban design strategy is needed to reprogram the system of urban space in order to:

— maximise the quality of the built environment

— give rise to a more compact use of urban space

— enhance the flexibility of urban spaces to achieve more resilience

— to maximise the quality of urban funcitions

— adjust urban spaces according to needs of the new tourism strategy and organise the portfolio of attractions accordingly

(6) PORTFOLIO OF ATTRACTIONS

Pécs is ranked only the 15th in the tourism sector among Hungarian cities even if it is the 5th biggest and posesses globally recognised attractions. (World Heritage) Looking at the 14 better performing ones it is a telling fact that each and every city has a thermal bath or an aquapark. On this basis, it seems more than necessary to reconsider the portfolio of attractions in light of a new marketing researches and the tourism strategy.

(3) SMART CITY / TOURISM INFRASTRUCTURE

The smart infrastructure that provides the necessary insight about the patterns of consuming the attractions of tourism plays an important role to achieve a visitor oriented service development and a tourism oriented infrastructure development. At the smae time, the development of the smart infrastructure in the field of tourism might be a good precedent that might help to introduce a similar system into other fields of maintaining and developing the city.

SOFTWARE

4. diagram | The mental map of planned actions

Action Plan

The logic of planned actions

The choice of planned actions was decided upon a series of considerations. An important point of departure was the SWOT analysis in the Case Study that suggested the directions of development, to which directions our action should point to. Another important observation was that the future of the city is inseparable from the future of tourism, the development of tourism should support the way out from the crisis Pécs is struggling with. Last but not least with the actions we are suggesting we would like to achieve a critical mass of change that makes the process irreversible. For this reason we imagined the space of actions as a frame of reference in which we have defined "software", "hardware" and "orgware" development actions. Each and every action aims to influence as much as possible out of the strategic goals defined by the case study but at the same time, we aimed to foster change in the five fields of smart shrinking.
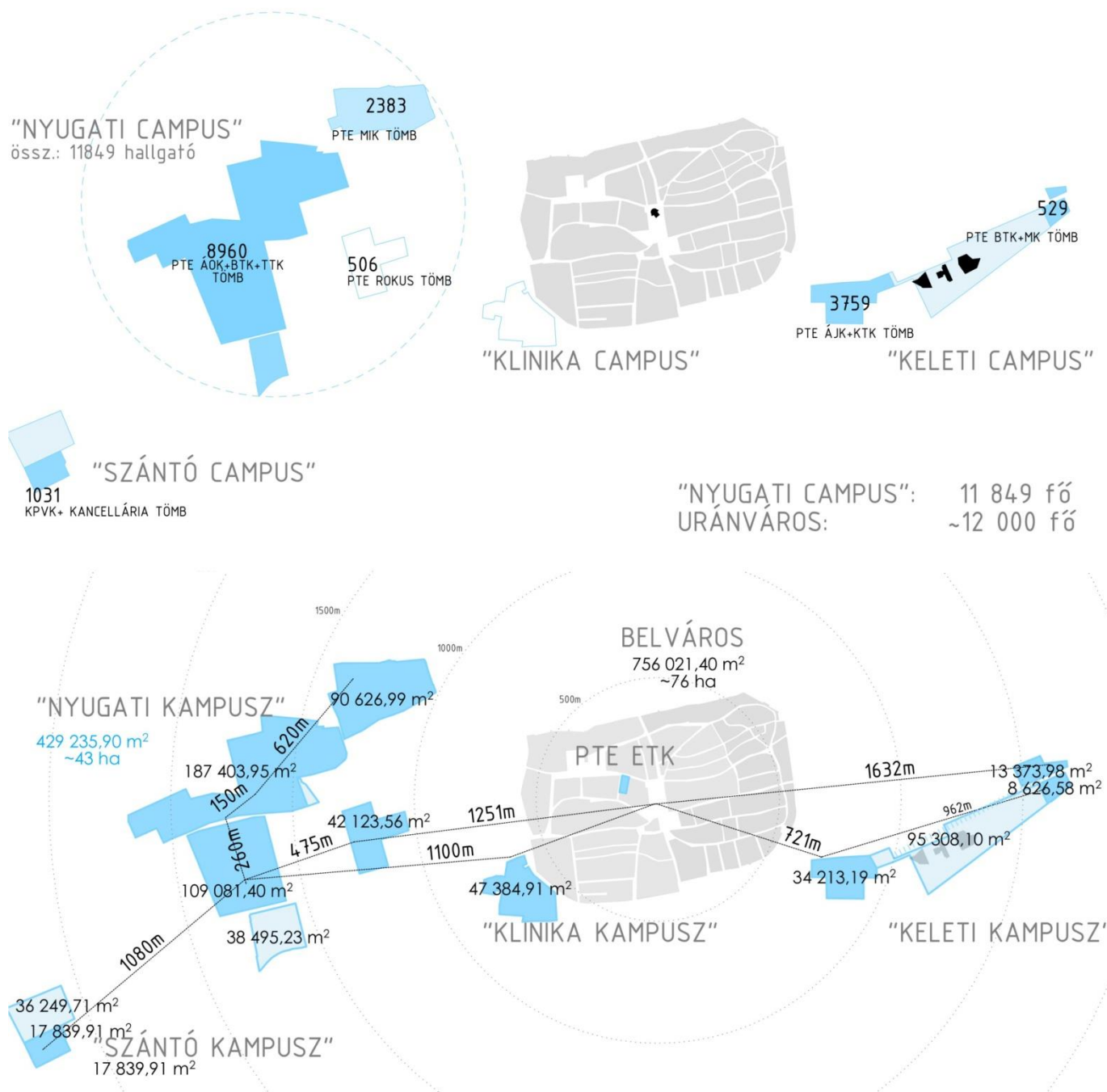
belvárosi turisztikai
attrakciók területe

EKF városrész

puffer zóna   belváros

5. diagram | the historical downtown, the buffer zone emerging around it and zones of tourism

(1)   Compact and resilient city | The vision of „Univercity"

Spatial trends | The historical downtown and the buffer zone

If we look back to the spatial evolution of the city over the past half a century than we will find that mostly due to the changing patterns of mobility and consumption the core functions that once defined the identity of the historical down-town gradually moved out and aggregated around it in a kind of buffer zone. While this process left an identity crisis behind, there was no turning back, for the physical dimensions of the historical districts could not cope with the ever-growing volume of mobility. Pécs took a brave step by forcing most cars put of the city walls and creating the biggest integrated pedestrian zone in the country. Step by step both locals and tourist have discovered the potential that lays in the new spatial configuration and the inner city had started of in a path of identity. This identity is not competing with the culturally neutral and artificial quasi-public spaces of Malls and Plazas, it is again a local cultural and functional identity, which defines again an authentic new path for development.

"NYUGATI CAMPUS"
össz.: 11849 hallgató

2383
PTE MIK TÖMB

8960
PTE ÁOK+BTK+TTK TÖMB

506
PTE ROKUS TÖMB

"KLINIKA CAMPUS"

529
PTE BTK+MK TÖMB

3759
PTE ÁJK+KTK TÖMB

"KELETI CAMPUS"

"SZÁNTÓ CAMPUS"

1031
KPVK+ KANCELLÁRIA TÖMB

"NYUGATI CAMPUS":   11 849 fő
URÁNVÁROS: ~12 000 fő

"NYUGATI KAMPUSZ"
429 235,90 m²
~43 ha

90 626,99 m²
620m
187 403,95 m²
150m
260m
475m
42 123,56 m²
1251m
1100m
109 081,40 m²
1080m
38 495,23 m²
47 384,91 m²
36 249,71 m²
17 839,91 m²
"SZÁNTÓ KAMPUSZ"
17 839,91 m²

BELVÁROS
756 021,40 m²
~76 ha
1500m
1000m
500m
PTE ETK
1632m
13 373,98 m²
8 626,58 m²
962m
95 308,10 m²
721m
34 213,19 m²
"KLINIKA KAMPUSZ"
"KELETI KAMPUSZ"

6. diagram | The inner city and the spatial distribution of the premises of the university

Univercity | The spatial framework of a competitive knowledge economy
The emergence of this buffer zone is suggesting an exciting opportunity for the process of extending the historical downtown creates a new spatial framework that is incorporating the premises of the university. "On the left" a new "western campus" is about to be evolve, where the double population of the historical downtown studies in a similar sized adjacent district, while "On the right", another downton of population is studying in the emerging spatial framework of the eastern campus. Looking at the locations that international students choose to reside, we have found that the vast majority of them decide to pay more and live in the historical downtown, not only because of the quality of the apartments, but due to the colourful public life. We belive, the emerging "creative class" is going to choose a similar path, for living in the dowton means the highest possible service, the highest possible urban environment and urban life, but all the premises of the university are within 10 minutes walk or 4 minutes by bike. Looking at the development potential that arises from the relationship between the university and the city in the past 4 years we will find that it is almost as much as the annual budget of Pécs. This is a stable financial foundation for making a "Univercity" vison come true.

7. diagram | Patterns of mobility and (infra)structure

Pattern of mobility and infrastructural capacities

Meanwhile the city has taken brave steps to pedestrianize the historical downtown, it has not really dealth with conflicts that arose in the emerging buffer zone and in the relationship between the buffer zone and the core of the city. It is a central problem for the whole city, because this area collects and organises the traffic from all directions and any conflicts that occur here will immediately affect the whole city. This is also a central problem for the univercity conpcet, for it is the focal point of educational activities and it will be for the knowledge economy. It is also a key dilemma in the field of tourism, for this is the very dimension where the framework of a coherent torusitic zone can be created.

In general we can say that the east-west corridors of the city were built in line with the growing volume of traffic: while Hungária street is the middle age corridor, Rákóczi streat is the 19th century and Nagy Lajos király street is the 20th century corridor. Generally speaking, their capacity grows towards south, still the different typology on the west and the east side creates an important problem: the 19th century corridor carrys so much traffic that it can no longer work as an integrative infrastructure while at the same time it is also cutting off important parts of the buffer zone.

8. diagram | a new infrastructural vision

A new infrastructural vision

Implementing the new bypass-route and the missing north-south corridors would dramatically ease the traffic volume that surpress the city core. By extending the Nagy Lajos király street along the Weöres Sándor street would remarkably diminish the traffic level in the Zsolnay street. This would not only create a spatial framework that could better serve the ever-growing volume of traffic, but at the same time it would allow to recdefine the role of the 19th century axis. In this way this new "Zsolnay boulvard" could play an integrative role both in east-west and north-south relations, amongst many other things connecting the west campus via the historical downtown with the east campus as a public transport corridor. The lower traffic level in turn, would also allow the reprogramming of the public spaces, creating a more pedestrian and bike friendly environment. These factors altogether however, would not only create a new coherent spatial platform that integrates the Zsolnay district, the historical downtown and the east/west campus of the university but at the same time, it would unlock those private investment potentials that had been lagged behind since the large scale developments of the European Captial of Culture in 20120 take place.

Action table

Goals	Defining a new "univercity" vison for the inner city and the buffer zone, in order to foster the transition to the knowledge economy, to enhance the sustainability of the city (compact, resilient) and to create a coherent and integrated tourisitical zone.
Tasks	1. creating a transportation model for detailed network analysis and evaluation 2. defining the detailed toursitical program for the structural plan[5] 3. defining the detailed „Univercity" program for the structural plan 4. defining the detailed program of compactness and resilience for the structural plan 5. representing these considerations in the planning process of the structural plan 6. the revision and planning of the structural plan
Actor / Stakeholder	Chief-architect of the city (1,2,5), Chief-architect of the university (3,5), head of the PTMMO[6] (2,5), leading expert of the tourism strategy (2,5), Stakeholders involved in the planning process of the new tourism strategy (2,5)
Resources	The municipality is about to review its structural plan out of its legal duty, thus there is no need for external resources only to produce those programs that have to inform the planning process.
Timing	2018-2019
Related plans	− The Development plan of Pécs has to be reviewed according to the new Univercity vision − The Develeopment Strategy has to define a project portfolio that would make the Univercity vision come true − The Sustainable Urban Mobility Plan has to be reviewed from the new Univercity vison perspective, reorient mobility and define the project portfolio that makes use of the new framework of mobility

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[5] it is a planning institution that aims to create a balance between the pattern of land use and the spatial disitribution of infra-structural capacities in the networks

[6] PTMMO refers to Pécs Tourism Marceting and Management Organisation, an organisation we are suggesting to establish

9. diagramm | an example to make the genre of an urban design vision tangible

(2)   Quality of life | Accessible, functionally rich and quality urban spaces

A new spatial framework of mobility only provides an opportunity to redefine the way the city is used; it is urban design that can reprogram urban spaces in order to give rise to a different spatial pattern of urban life. If we do not have the urban design vision that would make the inner city and the buffer zone work together and we do not implement a critical mass of urban design interventions we are not likely to achieve the integrated zone of tourism and the "univer-city" vision that we aspired to. The redefiniotion of the 19th century east-west axis and – by this - making the vison of the Zsolnay Boulevard come true is the mimal intervention that has to be done in order to have tangible results.

This is also the genre and the dimension in wich the spatial concept of the tourism strategy has to be expressed. This planning process that has to (1) identitfy the spatial challanges and develop the spatial strategy to solve them, (2) define the architectural character/image of the site and define the framework for new development, (3) the distribution of functions within the framaework of public spaces, (4) determine the possible points of entry and (5) the alternative or thematic routes as well as (6) the spatial organisation of tourisitic attractions and the additional services.

Action table

Goals	An urban design strategy is needed that would analyse the system of public spaces from the perspective defined by the new structural vision, the concept of the "univercity" and the tourism strategy and propose a new framework, defines the role each part of it has to play in it and defines the the way they should be developed along with the architectural and visual guidelines that guarantees a coherent and legible visual environment.
Tasks	1. defining the detailed toursitical program for the urban design strategy 2. defining the detailed „Univercity" program for the urban design strategy 3. defining the detailed program of compactness and resilience for the urban design strategy 4. representing these considerations in the planning process of the structural plan 5. the planning of the urban design strategy
Actor / Stakeholder	Chief-architect of the city (1,2,5), Chief-architect of the university (3,5), head of the PTMMO[7] (2,5), leading expert of the tourism strategy (2,5), Stakeholders involved in the planning process of the new tourism strategy (2,5)
Resources	Estimated cost: 40 million HUF The municipality should have done detailed urban design plans for the accentuated parts of the city within the framework of the LXXIV. Townscape law in 2016. and the 11/2013 (III.18.) municipal decree and the townscape handbook of Pécs.
Timing	2019-2020
Related plans	− It translates the tourism strategy of the city into space, thus it has to be in line with it. − It should provide the urban design context for the world heritage site – which is very much missing at the moment - thus it has to be reconciled with the World Heritage Management Plan − The Develeopment Strategy has to define a project portfolio that would make the tourism and Univercity vision come true − The mobility plan of the historical downtown has to be reviewed from the perspective of the new urban design strategy − The the 11/2013 (III.18.) municipal decree and the townscape handbook of Pécs has to be reconcieled with the new urban design strategy.

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[7] PTMMO refers to Pécs Tourism Marceting and Management Organisation, an organisation we are suggesting to establish in Action (4)

10. diagram [8]

## (3)   Smart city / tourism infrastructure

We have seen already in the previous chapters that the smart infrastructure plays a key role in evidence-based decision making and responsive planning in urban development providing also the "raw material" for knowledge based economy. The representative research and the interviews we have prepared in the case study period highlighted for every stakeholder the importance of an appropriate information background that covers all aspect of tourism in Pécs and which is regularly updated. The Visit Greenwich presentation highlighted that it is not a cross-cutting smart infrastructure that can cover all aspects of local tourism rather an institutionalised cooperation among the stakeholders supported by a series of – may time easily accessable - IT solutions. The development of this monitoring system presumes the establishment of PTMMO[9] (Action (4)) which is developing and running the data collection system and, on this basis, creates longitudinal analysis. The portfolio of data that has to be collected in turn has to be defined by the new tourism strategy (Action (5)) in order to be able to measure how much we have achieved in time according to our expectation expressed in the strategy and make it available in an OPEN DATA platform.

Action table

Goals	Creating the infrastructure of evidence-based decision making, planning and monitoring
Tasks	Developing and maintaining the cooperation according to the goals of Action (5)
Actor / Stakeholder	Head of PTMMO (Action (4)), all the stakeholders of local tourism
Resources	Economic Development and Innovation Operational Program, PTMMO budget
Timing	from 2019 onwards
Related plans	– it is built on the data demands of the new tourism strategy

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[8]   an illustration downloaded from https://www.arcweb.com/sites/default/files/Images/hero-images/smart-city-1200px.gif

[9]   PTMMO refers to Pécs Tourism Marceting and Management Organisation, an organisation we are suggesting to establish in Action (4)
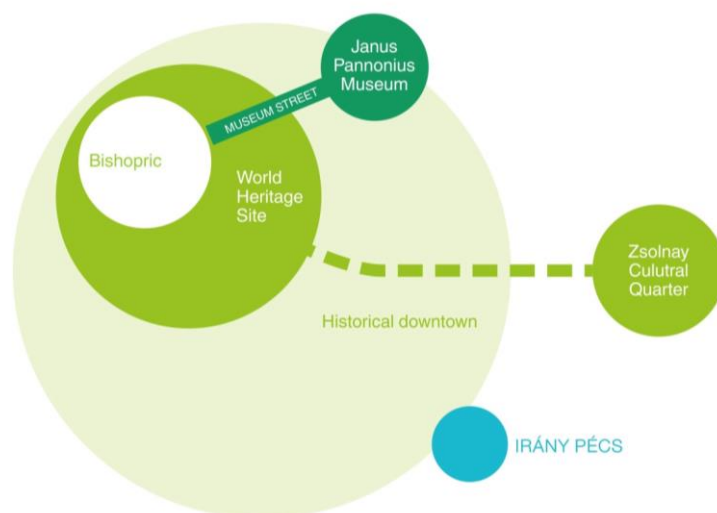
*11. ábra | Spatio-organisatonal map of tourism management in Pécs*
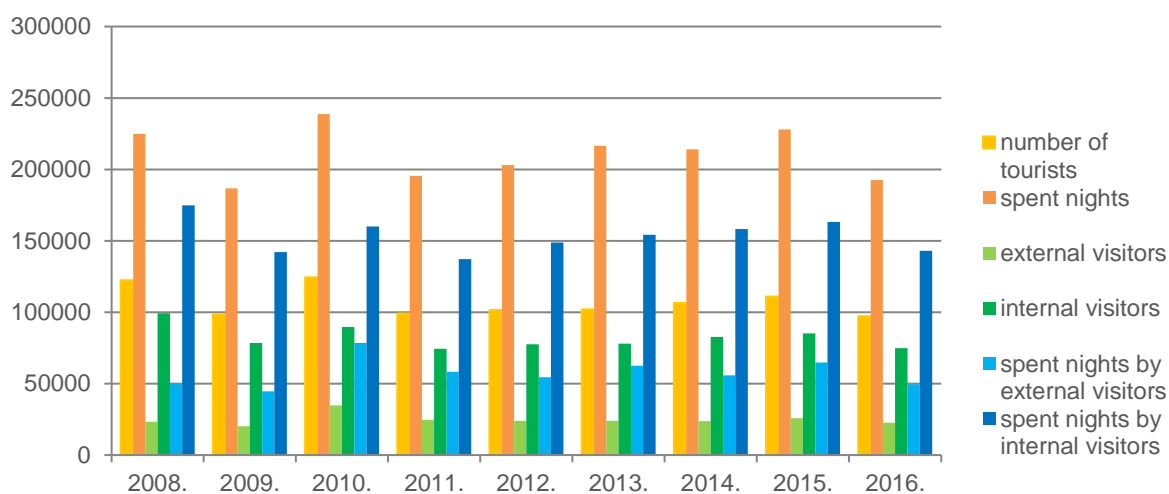
12. ábra | Longitudinal tourism figures of Pécs

(4) Pécs Tourism Management and Marketing Organisation (PTMMO)

While the physical infrastructure of tourism went through an impressive development – due to the World Heritage Site in 2004, the European Capital of Culture developmentis in 2010 and the ever-growing tourism portfolio of the Bishopric from 2014- onwards – the figures of tourism does not really support this improvement. The reasons behind are partly spatial by nature (Action (1) and (2)), partly functional (Action (6)) but most of all, it goes back to the lack of city level tourism marketing and management. The present practice is, that each of the three major organisation tries to reach out by itself, but it is appearent, that none of them has alone the resource for a successful and effective city level marketing, nor the program portfolio that would alone be competitive. There are several potential alternatives: (1) empowering Irány Pécs! - the local tourism destination management organisation - as a consrtium of the three major actors and create a collective budget for this purpose; (2) delegating this role to the Zsolnay Cultural Managment organisation that is running the biggest cultural and marketing portfolio; (3) or considering it as a city marketing task it could be located at the Communictaion Centre of Pécs. Amongst all the other actions this one is probably the most important to make the tourism sector sustainable in Pécs, for this organisation should be in control of all other actions and these actions and can directly influence tourism market.

Action table

Goals	Establishing an organisation that is responsible for the growth of city level tourism
Tasks	Conceptualising the organisation with the stakeholders and establishing it
Actor / Stakeholder	Mayor of Pécs
Resources	it only presumes the redistribution of municipal funds
Timing	beginning of 2019
Related plans	Responsible for the tourism strategy and representing it in other planning processis
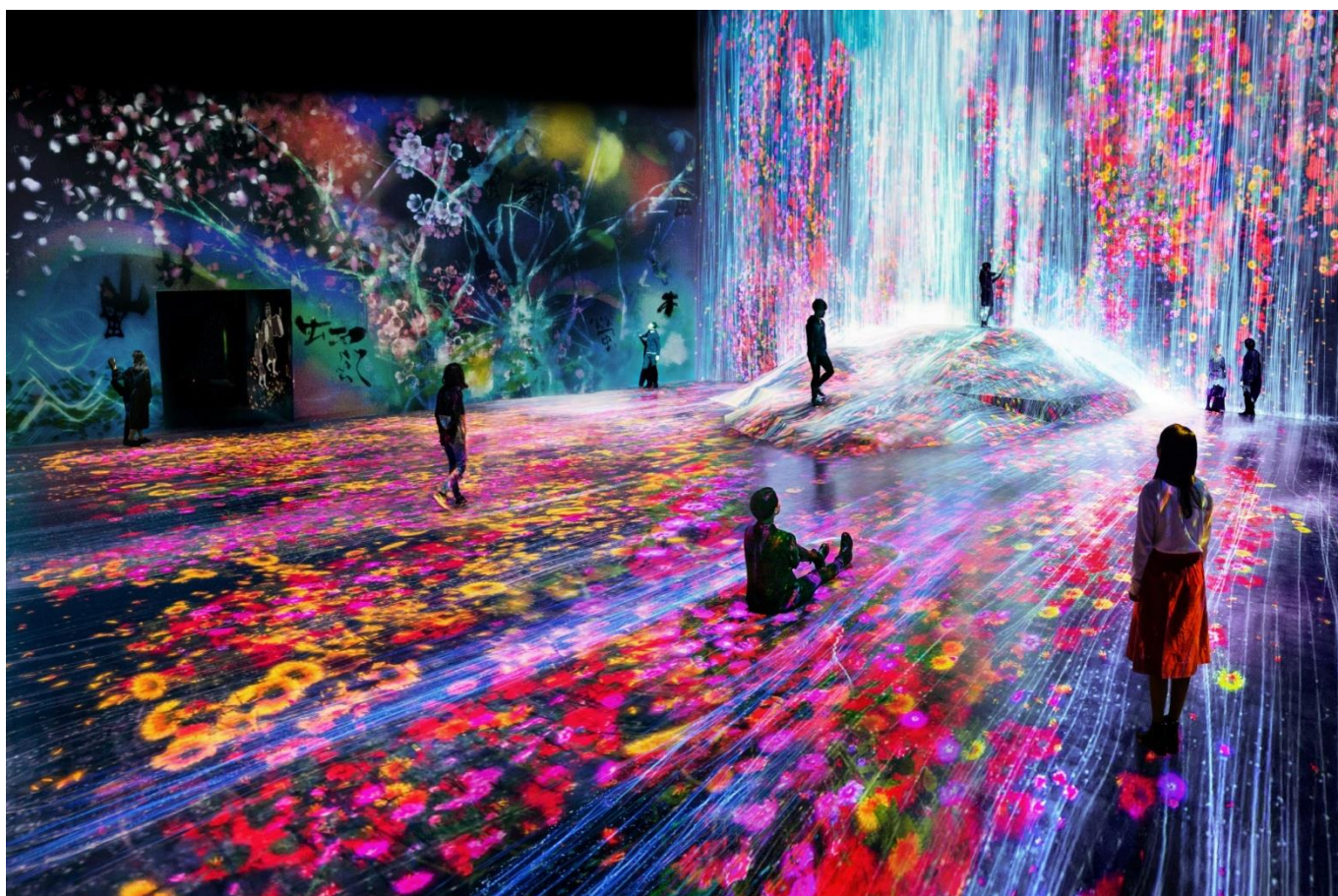
c13. diagram / a possible next step for the Zsolnay Light Festival or the World Heritage / Digital Art Museum Tokyo[10]

## (5)   New tourism strategy of Pécs

It seems to be self-evident that in a considerably small and not growing tourism market, it is hard to expect cooperation among the stakeholders, since the confined local market conditions create a highly competitive environment. The frittered, competing individual marketing activity however cannot achieve a break through in the positions of Pécs, the typically one day long trips in turn defines only a limited possibility for business. Along with the the establishment of a city level marketing and management organisation (Action (4)) we need to create the framework and the culture of cooperation among the – more than 500 – stakeholders to achieve collective growth.

It is a telling fact, that none of the stakeholders could recall any of the main features of the present tourism strategy and no one new anything about the one the Communictaion Centre of Pécs is working on. Thus, it is important to note here, that participation playes key role in the planning process of this strategy, for among many other features, it is the best way we can build trust among stakeholders involve their resources to achieve a shared vision.

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[10] Picture about the Digital Art Museum Tokyo downloaded from here: https://cdn-images-1.medium.com/max/2000/1*Np-GiFxBoI2PAFB0TAyCPg.jpeg

Action table

Goals	Defining a new vision for tourism in Pécs, setting goals, and creating the framework for the stakeholders to act together to achieve these goals and make the vision come true.
Tasks	PTMMO (Action (4)) has to have the resouces decide to develop the strategy
Actor / Stakeholder	PTMMO, Zsonlay Heritage Management, Janus Pannonius Museum, the Bishopric, IrányPécs, the Communictaion Centre of Pécs and other samller stakeholder involved in tourism
Resource	Estimated cost: 30 Million HUF Has to be financed from the budget of the PTMMO
Timing	2020 elejétől 2021 elejéig
Relted plans	− It is a telling fact that based upon the benchmarking activity tourism in general is not well represented in the development plans of the city. It is the new tourism strategy that should inform these plans and thus all these plans have to be reviewed after the strategy is ready − It is the point of departure for the development of the tourism portfolio − It provides the program for the new urban design strategy
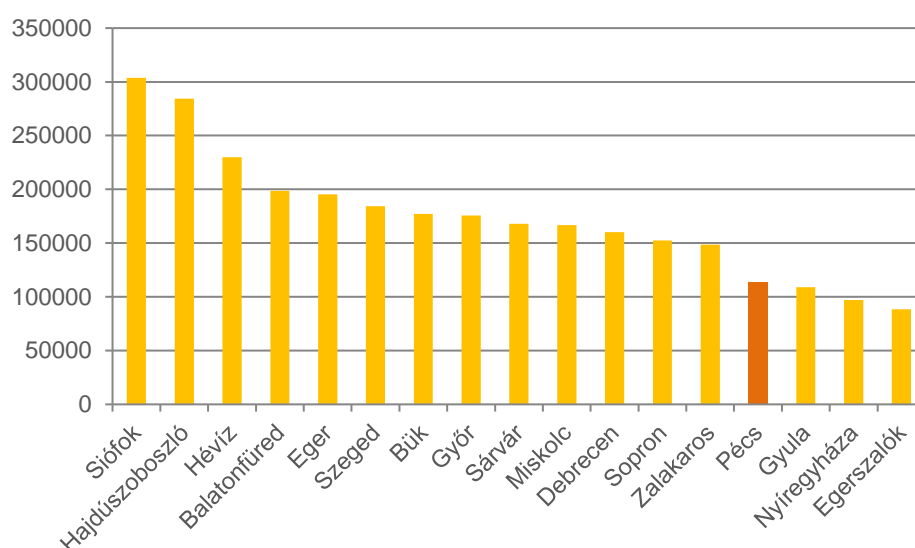
13. diagram / ranking of Hungarian cities based on the nuber of visitor nights spent in 2016

(6)   Development of the portfolio of attractions

Looking at the ranking of Hungarian cities, it is a striking fact that while Pécs is the 5th largest city in Hungary stiil, it is only the 15th in the number of spent nights in 2016. We have identified several structural problems – physical, organisational, technological – that have remarkable impact on this result, still it is a telling fact that – apart from Budapest – all the cities ahead are bath cities. Even if our strength might lie in the built environment and culture – on which we have spent a considerable amount of public resources - we have reasonable doubts whether this portfolio of touristic attractioins might be enough to make the tourism sector sustainable. It might well be the case that a more focused marketing activity could improve the tourism figures of the city but it is more likely that the tourism stretgy will find missing elements that has to complement the given touristic attraction. The reason why we have identified this as a separate action however is not only that we believe that unless we can "fill in these missing gaps" we cannot be successful but also because we belive it should be an ongoing activity, complementing the market research and the monitoring that we would like perform in a regular basis. For we belive that the strength tourism experience derives from quality of a complex program, where one single weak point can pull down the efforts of the others.

Action table

Goals	Creating and maintaining a competitive and complex tourism portfolio
Tasks	A PTMM javaslatot tesz a szolgáltatási elemekre, megversenyezteti és folyamatosan monitorozza a nyújtott szolgáltatások színvonalát
Actor / Stakeholder	PTMMO monitoring and strategy / public and private actors would develop and run the agreed tourism attractions
Resources	PTMMO involving public and private resources
Timing	2020 ongoing
Related plans	− The tourism strategy has to be updated each time a portfolio is adjusted − Urban Design Plan has to be updated each time a portfolio is adjusted

Steps and timing of the Action Plan

Actions / year	2018	2019	2020	2021	2022	2023	2024	2025
(1) Compact and resilient city / „Univercity"	■							
(2) Quality of life | Accessible, functionally rich and quality urban spaces		■	■					
(3) Smart city / tourism infrastructure		■	■	■	■	■	■	■
(4) Pécs Tourism Management and Marketing Organisation (PTMMO)		■	■					
(5) New tourism strategy of Pécs		■	■					
(6) Development of the portfolio of attractions				■	■	■	■	■

Risk Assesment

The actions defined above does not presume efforts that are beyond the capabilities of the actors involved, it presumes however that they can overcome three cultural presumtions in their mindset:

1) Thinking about the future is a legitimate and necessary prerequisite to overcome the present crisis. While the municipality have day to day fiscal problems that defines the "reality" for the majority of actors involved narrows down their room for manouver it is difficult to make them think about their future and act together to achive a new stability and to gain development potential, and furthermore on a different theoretical and practical basis.

2) Culture and tourism might play a role in urban development. Since the physical and cultural assets that the Cultural Capital of Europe Program has created are under scrutitny, it is quite difficult to argue not to abandon this domain. This attitude is clearly reflected in the development plan of Pécs that aimed to redefine the futre of the city in 2014.

3) The very foundation of collective action is trust. In a highly competitive market condition it is hard to explain the actors involved that the market of tourism can only extend if they trust one another and act together.

Monitoring Plan

(1) Compact and resilient city | The vision of „Univercity"

LAP objective

1. Compact and resilient city | The vision of „Univercity"
Pécs is in an economic crisis that is embedded in the transition from the industrial revolution to the informational revolution. In order to respond to this crisis, the city has to achieve a more compact – and thus more efficient - functioning and embrace the structural prerequisits of the knowledge economy to be able to gain a new economic impetus. From this perspective the historical downtown – as the focal point of the creative class – and hte urban quality that it can provides play an important role. From a cultural heritiga perspective also it is desireable that the presently bipolar spatial pattern of culture and tourism – focusing on the historical downtown and to the Zsolnay Cultural District – should be integrated into one coherent one. Thus, this particular action aims to create the structural integration of the historical downtown and its buffer zone, which includes the Zsolnay Cultural District as well.

Policy to be changed

1. Structural plan of Pécs

Description of expected change to the policy

The structural plan will be revised in the coming year (2019) in order to respond to the structural challanges that had been emerged over the past few decades. It is an ideal opportunity to reconsider also the structural dilemma we have raised. In the action plan we have described a structural vision, but that is only one possible solution and it might be proved unfeasible over the detailed analysis of the coming planning process. What we expect here is that the planning team of the structural plan will reconsider this structural challange and come up with a feasible solution.

Description of the type of evidence to be collected to prove impact on the above policy

The planning process of the structural plan is embedded into a participatory process, where the key issues that will be discussed has to be disclosed in advance, new issues can be proposed and the main arguments about them has to be recorded. For this reason we need to have three peaces of evidence to be able to evaluate wether this goal is achieved: the relationship between the historical downtown and its buffer zone is raised as an issue in the planning process (1), it was discussed over the participatory process (2), and a planning proposal was developed and approved by the municipality. (3)

Description of the situation BEFORE the intervention of the SHARE project

The historical downtown has witnessed a funcitional crisis over the past half a decade, mainly due to the changing pattern of mobility and consumption as well as due to an overall economic decline since the 1990s that have undermined the industrial economic foundations of the city. The ever-growing level of mobility overloaded the structural framework of the old city on the one hand while on the other it developed a new framework around it on the other.

Description of the situation AFTER the intervention of the SHARE project

SHARE provided a new vision that can functionally and structurally reintegrate these two fragmented and concentric urban districts by the guiding concept of the "Univercity". The structural plan will provide a new framework for integration by redefineing the role of existing public infrastructures and introducing new ones, creating the framework for a more integrated spatial operation.

2. Quality of life | Accessible, functionally rich and quality urban spaces

LAP objective

1. Quality of life | Accessible, functionally rich and quality urban spaces

The structural plan can just create a more integrated spatial framework for a more integrated spatial operation. It is however the medium of urban space where it needs to be reprogramed by providing the functionality and the services so that the extended city core can fulfil its new mission. For this reason, a new urban design strategy is needed to transform the system of urban spaces so that it can give rise to a more competitive and sustainable city level tourism and provides the quality of life that makes Pécs competitive for the creative class.

Policy to be changed

Townscape decree

Description of expected change to the policy

The townscape decree of Pécs is a normative description of the architectural characteristic and guidlines to be followed by architects, focusing mainly to the architectural scale. We expect here that responding to the new structural vison, the tourism strategy and the the new role of the extended city core in the knowledge economy an urban design strategy is going to be develeopped translating these functional demands into urban space within the new structural framework of the innercity.

Description of the type of evidence to be collected to prove impact on the above policy

There is no such thing as an urban design strategy at the moment, thus if this planning process takes place based on this program and it results in an approved plan it is the proof of impact.

Description of the situation BEFORE the intervention of the SHARE project

The historical downtown has witnessed a funcitional crisis over the past half a decade, mainly due to the changing pattern of mobility and consumption. Due to this trend the phenomenon of the buffer zone – around the historical downtown – has emerged, accumulating all the main functions of the city. This process resulted in a massive functional crisis in the case of the historical downtown, and into parallel urban functions in these two separately working urban areas.

Description of the situation AFTER the intervention of the SHARE project

The new urban design vision will explore the potential that lies in the new spatial framework from the perspective of tourism and the knowledge economy and define the urban design interventions that needs to be done in order to achieve these goals. It will enable informed decision making in the investment of the built environment and thus a coherent and focused development.

(3) Smart city / tourism infrastructure

LAP objective

3. Smart city / tourism infrastructure

Smart infrastructure plays a key role in evidence-based decision making and responsive planning providing also the "raw material" for knowledge-based economy. The ever-cheaper infrastructure (IoT) can shad light to fields that were previously practically unaccesible or it makes appropriate data financially accessible. The filed of tourism and urban design are good examples for that. To make sure that the planning and management of toruism and the development of the built environment is responsive to the needs of its users we need to develop the smart infra-structure that provides a longitudinal picture about how people – let it be local or tourists – use space and the touristic attractions within it.

Policy to be changed

Smart city strategy

Description of expected change to the policy

The smart city strategy has to cover the topic of tourism and mobility and provide assistance how to develop the monitoing system in these fields – responding at the same time to the demands of the tourism strategy and the urban design strategy – and how to integrate them into the smart framework of the city.

Description of the type of evidence to be collected to prove impact on the above policy

There are three presmises that is required for an informed decision making: the data collection framework (IoT) is planned according to the demands of the tourism strategy and the urban design strategy and put in place (1), they are collected in a data platform (2) and shared (3).

Description of the situation BEFORE the intervention of the SHARE project

The datasets we have for tourism provides a picture even if it is fragmented thematically, temporally and also insti-tutionally, for the different organisations have different frameworks to collect data. In the field of urban design, this picture is far to incomplete to give an opportunity for meaningful discussions.

Description of the situation AFTER the intervention of the SHARE project

These interventions will place the discussions and decisions about tourism and the functionality of urban spaces to a evidence base, due to the coherent and consistent datasets that will be collected by the smart infrastructure we will put in place.

(4)   Pécs Tourism Management and Marketing Organisation (PTMMO)

LAP objective

4. Pécs Tourism Management and Marketing Organisation (PTMMO)

While the physical infrastructure of tourism went through an impressive development – due to the World Heritage Site in 2004, the European Capital of Culture developmentis in 2010 and the ever-growing tourism portfolio of the Bishopric from 2014- onwards – the figures of tourism does not really support this improvement. The reasons behind are partly spatial by nature (Action (1) and (2)), partly functional (Action (6)) but most of all, it goes back to the lack of city level tourism marketing and management. The objective is to create an umbrella organisation that has the resources to plan and manage city level toruism and marketing.

Policy to be changed

It is not a policy decision.

Description of expected change to the policy

(not applicable)

Description of the type of evidence to be collected to prove impact on the above policy

The success of city level marketing and management of tourism might be measured by the growing number of visitors and the income it has generated.

Description of the situation BEFORE the intervention of the SHARE project

Due to the fragmented actions in the field of tourism and against massive investments into the touristic attractions (World Heritage Site, Zsolnay Cultural District) the figures of tourism did not change or not significantly.

Description of the situation AFTER the intervention of the SHARE project

Due to the marketing and management activities of the PTMMO the figures of tourism are growing, the level of cooperation is growing among the stakeholders, the services provided are ever more competitive, the field of tourism becomes an economic pillar for the city.

(5)   New tourism strategy of Pécs

LAP objective

5. New tourism strategy of Pécs

It seems to be self-evident that in a considerably small and not growing tourism market, it is hard to expect cooperation among the stakeholders, since the confined local market conditions create a highly competitive environment. The frittered, competing individual marketing activity however cannot achieve a break through in the positions of Pécs, the typically one day long trips in turn defines only a limited possibility for business. The main objective of the new tourism strategy is to create the framework for collective action in order to make the tourism of Pécs more competitive.

Policy to be changed

It requires a new tourism strategy. It is under revision but local stakeholders are not involved and thus I do not consider it as a real strategy.

Description of expected change to the policy

The strategy has to play a role in capacity building for collective action, it is not only the content but also the way it is develop strongly matters.

Description of the type of evidence to be collected to prove impact on the above policy

We have developed five indictaors that could somehow measure the level of cooperation that was generated by the new tourism strategy: 1. The volume of private investments that accampanies public investments defined in the strategy; 2. The amount of collective budget to manage and develop city level tourism; 3. The number of collectively financed touristic programs; 4. The amount of shared data about tourism; 5. The number of stakeholders actively involved and intensity of interactions

Description of the situation BEFORE the intervention of the SHARE project

There is no regular forum and interaction among the stakeholders of tourism and thus innovations are limited in scope and impact, the interventions do not strengthen each other, interventions can almost exquisitely financed from public funds.

Description of the situation AFTER the intervention of the SHARE project

The new strategy develops a shared vision, define the milestones to achieve this vison, defines the roles and resources and thus we are witnessing a collective and coherent action.

(6)   Development of the portfolio of attractions

LAP objective

6. Development of the portfolio of attractions

Looking at the ranking of Hungarian cities, it is a striking fact that while Pécs is the 5th largest city in Hungary stiil, it is only the 15th in the number of spent nights in 2016. We have identified several structural problems – physical, organisational, technological – that have remarkable impact on this result, still it is a telling fact that – apart from Budapest – all the cities ahead are bath cities. Even if our strength might lie in the built environment and culture – on which we have spent a considerable amount of public resources - we have reasonable doubts whether this portfolio of touristic attractioins might be enough to make the tourism sector sustainable.

Policy to be changed

Tourism strategy of Pécs

Description of expected change to the policy

Based on the market research that is going to underpin the tourism strategy and the new target groups defined in the marketing strategy a new portfolio of attractions has to be defined that makes Pécs more competitive.

Description of the type of evidence to be collected to prove impact on the above policy

We are not only witnessing a growth in the figures of tourism but through the redefined portfolio of touristic attractions we can reach new targetgroups. These changes will appear in the different territorial, thematic, age-groups etc. segmentation of figures.

Description of the situation BEFORE the intervention of the SHARE project

Against the quality of touristic attractions and the investments the figures of tourism are

Description of the situation AFTER the intervention of the SHARE project

With minor changes and complementations of the portfolio of attractions we can competitively supply the demandes of previously unreachable target groups.

Exchange of experience, lessons we have learned from others

Even if we all knew that interactions are the best resources of inspirations, we were again surprised in the multiple ways we have been influenced and hopefully we could influence others. Through the stakeholder meetings we tried to mobilese local knowledge and collective wisdom, but without the encounters of ideas with our partners we could hardly if at all think out of the "local box" we have. Thus, in the end of our LAP we found it important acknowledge the lessons we have learned form others.

Methodological lessons

Even if we have entered this intellectual journey with a certain skill set, we have to acknowledge first the methodological lessons we have learned from our Advisory Partner, for without their contribution, the way they have designed the process of interactive learning and without their imputs and we could not have reached so far. It was a compelling complexity that the first breef have opend up in understanding the multiple dimensions of tourism and cultural heritage that was very instrumental how we have framed the case study. The benchmarking tool in turn proved to be a fantastic tool to measure how far we got in policy terms. It provided also a great point of departure and a guide line that helpd us how to target our policy actions and at the same time the comprehensive study they have done pointed to the directions where we can learn from each other to achieve a more balanced and sustainable development.

Greenwhich

The study visit in Greenwich proved to be especially useful for us while working on our LAP, in particular Barrie Kelly's presentation about the non-profit organisation Visit Greenwich. The amzing job they have done not only proved the necessity of the actions we have defined in our LAP but also, we had the chance to raise practical questions about them. Their activities clearly justified the importance of a city level tourism management organisation. (Action 4.) The amazing job they are doing in bringing all stakeholders together and actively engage them underpins the participatory approach we have suggested. Probably this level of trust allowed them to develop their fascinating database (Action 3.) about the figures of tourism by convincing local actors to provide data about their activities in a regular basis. It is not surprising that the evidence they have gathered in this way and their participatory approach allowed them to develop a very practical tourism strategy that can effectively foster collective strategic action. (Action 5.)

La Serena

La Serena did an amazing job on the conceptualization of smart city infrastructure that have inspired our smart city / smart tourism action. (Action 3.) Their smart vision is built on four interrelated pillars:

1. Open Data Platform : ODP provides information for all stakeholders in order to make better and informed decision while using the cultural and tourisitic infrastrucutures, to service providers to help them refine and adjust their services and investors in so that they can effectively respond to the gaps in the portfolio of attractions and services.

2. Spatial Information Infrastructure : One of our main conclusions in the case study were that the consumption of touristical attractions and the provision of services are defined in space and thus spatiality plays a key role in a successful tourism in Pécs. SII in this sens plays a key role in understanding the spatial challanges we have and how we can respond them in the spatial reorganisation of services and in the redefinition of urban spaces.

3. Smart Parking : Accessibility is the most important premise for the functioning of the tourism infrastructure, especially in the inner city context, where the mobility infrastructure development is not really an option.

4. City Mobile Application : As an interface, this is the most important part of this program, partly because it is the main asset that allows informed decision making for the users, and at the same time, the data that can be gathered through it provides a better insight in the actual use of space and the touristical infrastructure. Without this application none of the previous elements can work well enough or the potential they provide can be mobilised.

Vadstena

The tourism infrastructure is focusing on both the historical downtown and the Zsolnay Cultural District in Pécs which poses complex spatial challenge. Surprisingly enough this bipolarity emerged in the case study of Vadstena as well in their case between the Abbey and the Castle. Interestingly enough, even if in abstract terms the distances are much smaller there, over the visit in Vadstena we had the chance to underline that in reality the perception of scale is much more important. Through the dialogue about the possible solutions we came to very similar conclusions. Their idea of the Cultural Route resembles to our Action 6. (The portfolio of attractions) and their City lighting program has influenced our Action 2. on urban spaces.

Sibenik

The temporal dimension is just as much important as the spatial. One of the most exciting debate that arose in the SHARE conference in Pécs was raised by Sibenik. The exceptionally high concentration of touristic activities with the characteristics of mass tourism creates an increased negative impact on spatial, tourism and infrastructure resources. The importance of temporality in tourism could be clearly identified as a diagnosis to a set of problems occurring in the city espetially in historical downtowns where urban life and tourism encounters. For slightly different reasons, we are also witnessing a functional change in the inner city, but anyway, the case study of Sibenik highlighted the importance of a healthy ballnce between the different identities of the city core. Without this equilibrium, no touristical site can be successful.

Umbria

Reimagining the city core we needed a new strong vision and the "Slow City" movment promoted by Umbria was an excellent inspiration, by proposing an alternative lifestyle that considers human nature and and the environment as a value and an asset that can make us more competitive. While thinking about to reposition Pécs into the epoch of the knowledge economy we pretty fast came to the conlclusion that the quality of life is a key asset that can attract the agents of change, the creative class. At the same time, by redefining the city core to provide this quality environment and services we can also enhance the competitiveness of tourism in Pécs. In this light, the systematic way by which Umbria is trying to "slow down" proved to be a guiding principle.

Cities of the North-East region of Romania

Listening to very similar stories might be found boring but for open minded people it allows to discover patterns in uban development. Listening to the stories of North-East Romania resembled to a large extent to the path Pécs went through over the past one or two centuries. Revealing this development pattern helped us to place ourselves into a historical context and develop our vision in a way that responds to cycles of urbanisation, to help us not fear of change but actively enhance it. In this light, it was an inspiration for bringing forward the "smart shrinking" concept in our action plan. In the policy level another inspiration was their innovative Push&Pull Parking concept, that overcame the classical regulatory approach and developed a complex system of "bonuses" to achieve their policy goals.

Lessons that can influence other policies

While the Early Christian Cemetery and Pécs had always been in the focal pont of our work, from the very outset of this project we aspired to influence the Economic Development and Innovation Operational Programme (later on EDIOP), which is financing the planning and development of World heritage Sites in Hungary. We believed that the lessons we learn locall can well be used (globally) nationally, the particular problems and solutions of this work can inform practice elsewhere. For this reason, we seeked to formulate our findings and actions in a way that can serve as a point of departure for a meaningful dialogue with the policy maker of EDIOP. The matrix below summerise this lesson by highlighting the findings we have in the Case Study, the solutions we have developed to respond them and finally what can be learned on this basis from the perspective of the EDIOP policy instrument.

	identified problem in the Case Study	proposed solution in the Local Action Plan	Policy Suggestion
1	How does the world heritage site fit into the vision of the city? It is an especially important question in Pécs for the city is in a financial crisis and approaches cultural heritage as fiscal problem.	(1) Compact / Resilient / Univercity concept We have defined a new vision that answers the question of economic decline and approaches cultural heritage as an asset to achieve this new vision.	The development of the world heritage site must be included in the "Development Vision of the City"[11] in a meaningful way ensuring that the development of the world heritage site contributes to the development of the city too.[12]
2	How can we expect that the site of the Early Christian Cemetery works properly as a touristic attraction if the very urban space in which it is located fails? Can we really consider our touristic attractions as portfolio if it is fragmented into	(2) Quality of life	accessible, functionally rich and quality urban spaces The vibrant local urban life and tourism goes hand in hand. Providing the physical circumstances for a vibrant urban life makes the city more competitive in touristic terms.	The EDIOP policy should examine whether the touristic site that is to be financed is properly integrated in urban design terms and if it is needed it has to support or encourage other sources to co-finance joint urban design interventions.
3	How is it possible to make appropriate decisions that maintain and even develop tourism sector if the prerequisites of evidence based decisions are not given?	(3) Smart city / Smart tourism infrastructure Smart infrastructure plays an essential role to be able to monitor and refine the services of tourism and thus make the informed decisions that makes the tourism sector competitive.	Any supported intervention should include the smart infrastructure that is able to monitor and measure the impact of this intervention.
4	How could we expect that the local market of tourism would grow if there is not any city level organisation that can represent it? Is it enough to create the organisation that would manage the world heritage site, or there should be	(4) City level tourism organisation The world heritage site level organisation is enough to run the touristic attraction itself, but far not enough to guarantee the success of an attraction that is interdependent to several others.	We believe that against the current preservation focused approach, the management of world heritage sites should be integrated into the organisational framework of tourism.
5	How can we expect to have collective strategic action and a coherent and consistent growth in the tourism sector if the very framework of acting together is missing?	(5) Tourism strategy A tourism strategy has to be developed collectively by the stakeholders, which defines a shared vision, elaborates the way that leads to it and assigns the roles each and every stakeholder has to play to achieve it.	No funds should be awarded to any project that cannot prove by the relevant tourism strategy that it is embedded into the development of the tourism sector as a whole.

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[11] it is a policy instrument in Hungary that is the
[12] It reflects also to the general experince

6	We could clearly underpin by hard facts and figures that the cultural attractions Pécs have, on its own not enough for being competitive. This portfolio has to be developed in	(6) Portfolio of attractions The portfolio of attractions should be reconsidered and amended according to the vision defined in the tourism strategy.	Each and every project has to prove evidence how the proposed intervention would complement the given portfolio of touristic attractions and makes it more competitive.
7	What is the critical mass of change? What is the critical set of actions that can make the landscape of tourism change?	The framework of actions – we believe – is a powerful tool to make sure that the goals of the action plan will be achieved.	Any supported development has to have a set of circumstantial interventions that complements the core investment and allows its full potential.