SHORT BOOK

GUIDELINES FOR TOURISM-DRIVEN STRATEGIC PLANNING AND STRATEGIC PLANNING IN PILOT AREAS

IUAV

Interreg **Mediterranean**

EUROPEAN UNION

CO-EVOLVE

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HOW TO DESIGN A TOURISM-DRIVEN STRATEGIC PLAN: A STEP-BY-STEP APPROACH

Tourism is one of the most important activities in coastal areas and requires an important effort in terms of planning, coordination and integration with existing policies and governance tools. The aim of Co-Evolve guidelines is to offer a step-by-step methodology to construct a tourism-driven strategic plan for sustainable development of coastal areas, by integrating main principles and goals provided by the Integrated Coastal Zone Management recommendations (UNEP/MAP/PAPRAC Guidelines for ICZM, 2012) and the Sustainable Coastal Tourism Approach guidelines (UNEP, 2009). The proposed planning methodology is organised in different consequential steps that constitute an adaptive and cyclical process. It consists of 6 major phases, each of which includes key tasks and steps.

The main goal of the present guidelines is to offer the opportunity to local and regional administrations at MED level to use an integrative methodology for planning tourism-driven strategies.

Coastal Planning should be one of the main issues in coastal zone management; ignoring it could lead to wrong decisions which, in turn, could lead to negative impacts on local development.


Conceptual framework of the proposed methodology (Iuav)

PLANNING STEPS AND MAIN ACTIVITIES

Planning steps constitute the cyclical planning process. Each step is consequential to the other and is based on the previous step's main outputs.

-**STEP 0 "Planning Set Up"** aims at creating the bases needed for the subsequent implementation of the whole planning process through (i) identification of the planning scope; (ii) definition of the working team; (iii) definition of the territorial scope; (iv) identification of stakeholders; (v) construction of the work plan;

-**STEP 1 "Building knowledge framework"** aims at analysing the planning area in order to build up knowledge to support the decision-making process by (i) collecting information about T&EF; (ii) analysing data collected (through the use of the Sustainable Toolkit) to obtain a useful knowledge framework; (iii) organising information to summarise the existing condition.
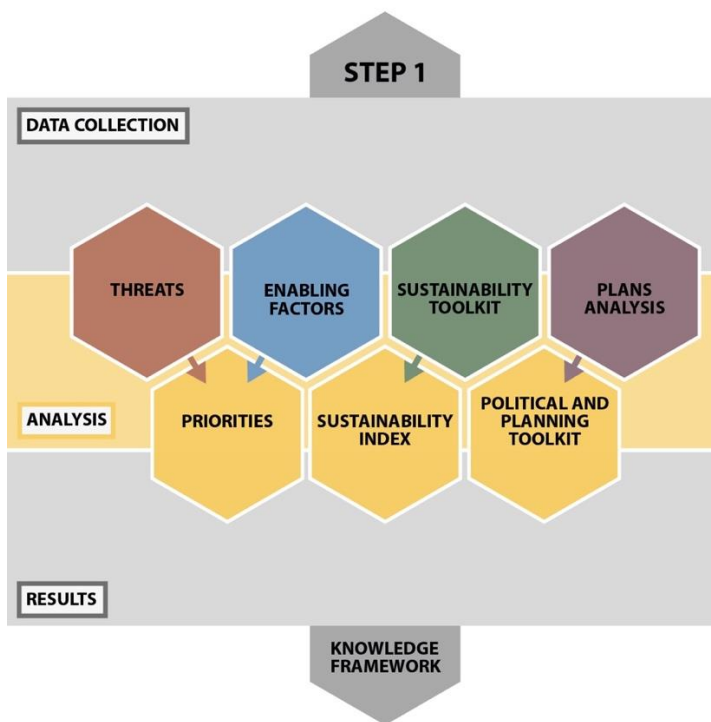

Building the knowledge framework step. Analysis of data collected to identify planning priorities, sustainable status and potential integrable existing efforts

The protection and management of coastal areas should be supported by a deep knowledge of coastal processes and the interaction with human activities.

- **STEP 2 "Defining vision, goals and objectives"** aims at creating a plausible vision for the area by identifying main goals and specific strategic objectives to achieve that vision in a medium/long-term guaranteeing a coherence among different planning levels. The construction of the vision for the area and the identification of specific strategic objectives must be developed, addressing the strategic issues that emerged from the analytical phase and ensuring coherence and compliance with ICZM and sustainable tourism principles and main goals. The vision should also be agreed among stakeholders and be compliant with emerged priorities.
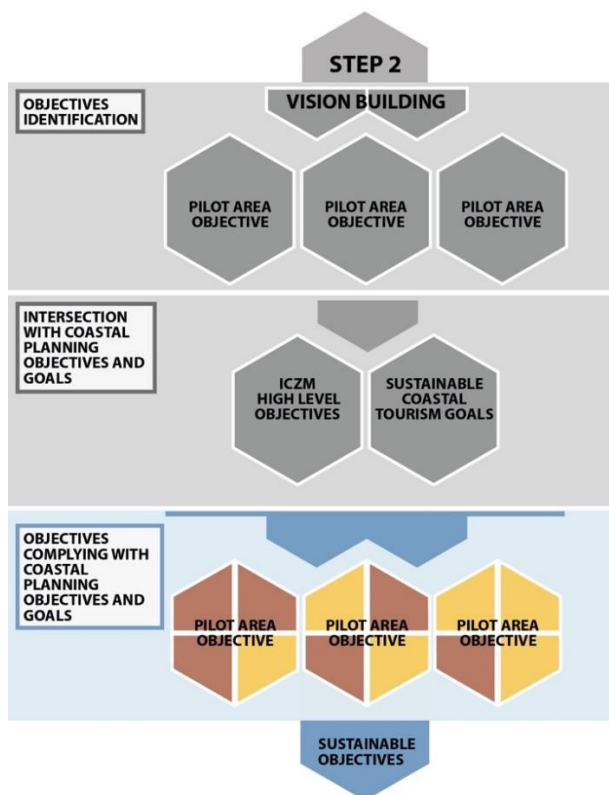
Vision and objectives identified should be coherent with objectives at higher levels

- **STEP 3 "Tourism driven strategic planning construction"** aims at detailing the strategic actions, which responds to the specific objectives, capable of reaching effective results aligned with the priorities identified. The strategy should be a logical output of the preceding steps of the process. The action plan, consisting of a series of management actions aimed at achieving one or more identified objectives. The Action Plan, based on the tourism-driven strategy, should depict how the objectives will be implemented, specifying the relation of the plan to the political and administrative organisation of the area. Therefore, the Action Plan must specify:

- the objective(s) that are to be accomplished;
- how each objective contributes to the main strategic goals;
- how the objectives will be achieved;
- the connection of the actions with other policies/plans;
- the responsibility for actions;
- financial issues (costs and lines of accountability).

- **STEP 4 "Implementing the plan"** aims at converting the constructed strategy into practical activities or programmes. The planning and implementation phase of the action plans is strongly dependent on the priorities identified during the second phase with the stakeholders' contribution. It specifies details of inputs and actions by various stakeholders, with practical work programmes, time schedules, types and timings of financial and other resource commitments.

- **STEP 5 "Reviewing the plan"** is the activity designed to provide constant feedback on the progress of the planning process and on the status and efficiency of its implementation by performing defined monitoring activities.

CO-EVOLVE developed a geodatabase (at Mediterranean NUTS III level) containing information about coastal morpho-dynamics and oceanographic and climate conditions, necessary to analyse and identify threats to the coasts and related touristic activities.
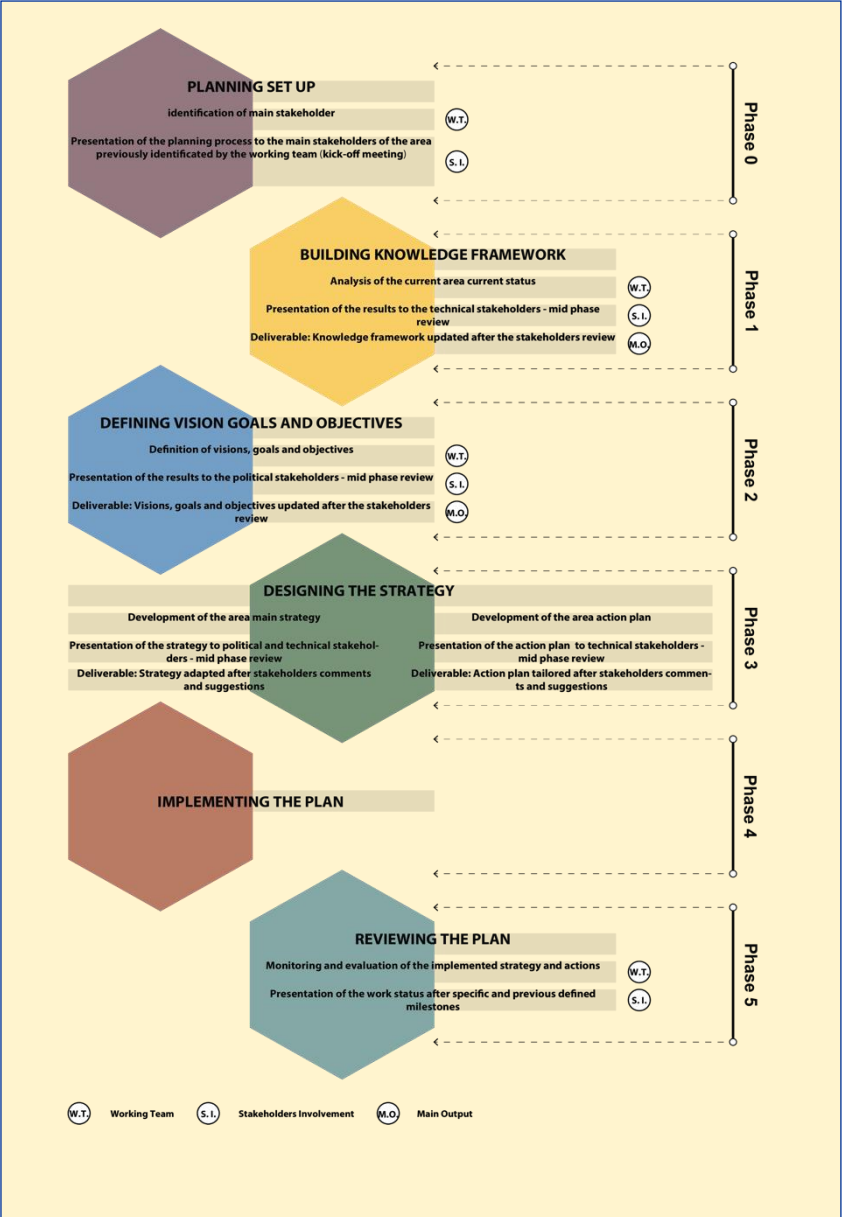
STAKEHOLDER INVOLVEMENT

Stakeholders play an essential role in planning and especially in tourism-driven planning. The involvement of stakeholders is essential in every phase of the planning process, there must be programmes at the beginning, and it must be well-structured.

Firstly, a stakeholder analysis is needed to define the stakeholders relevant for the tourism-driven strategic planning and management process. Stakeholder involvement helps to identify the legitimacy, interest and role of each stakeholder in the strategic planning and management process. It helps to ensure the legitimisation and recognise the needs of groups that are more vulnerable and often marginalised. It also provides an insight into the capacity of each stakeholder to engage in the tourism-driven planning process and helps to define the strategy to maximise their role.

There can be many different strategies to mobilise different groups of stakeholders depending on the characteristics of the group, their special interests or issues, and their capacity. The tourism-driven strategy also depends on the objectives of the local government at a given time. Thus, special attention should be given to those stakeholders whose stake or influence is significant but who may not have enough capacity to fully participate in the urban strategic planning process.

Additionally, stakeholder involvement provides information about which key stakeholders can be helpful in collecting the information needed for the knowledge framework and may finally play an important role in defining and implementing the development vision of the municipality. A figure describing the stakeholders' involvement activities and main outputs in the different phases of the planning process follows.

PLANNING SET UP

identification of main stakeholder

Presentation of the planning process to the main stakeholders of the area previously identificated by the working team (kick-off meeting)

(W.T.)
(S. I.)

Phase 0

BUILDING KNOWLEDGE FRAMEWORK

Analysis of the current area current status

Presentation of the results to the technical stakeholders - mid phase review

Deliverable: Knowledge framework updated after the stakeholders review

(W.T.)
(S. I.)
(M.O.)

Phase 1

DEFINING VISION GOALS AND OBJECTIVES

Definition of visions, goals and objectives

Presentation of the results to the political stakeholders - mid phase review

Deliverable: Visions, goals and objectives updated after the stakeholders review

(W.T.)
(S. I.)
(M.O.)

Phase 2

DESIGNING THE STRATEGY

Development of the area main strategy

Presentation of the strategy to political and technical stakeholders - mid phase review

Deliverable: Strategy adapted after stakeholders comments and suggestions

Development of the area action plan

Presentation of the action plan to technical stakeholders - mid phase review

Deliverable: Action plan tailored after stakeholders comments and suggestions

Phase 3

IMPLEMENTING THE PLAN

Phase 4

REVIEWING THE PLAN

Monitoring and evaluation of the implemented strategy and actions

Presentation of the work status after specific and previous defined milestones

(W.T.)
(S. I.)

Phase 5

(W.T.) Working Team   (S. I.) Stakeholders Involvement   (M.O.) Main Output

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TOURISM-DRIVEN STRATEGIC PLANNING ON PILOT AREAS: AN EXAMPLE

ROSOLINA PILOT AREA

Rosolina is located in the northern part of the Po river delta, the northernmost part borders the Adige river and the southernmost part borders one of the branches of the Po river. The west border is the Adriatic Sea. The Po river delta is a unique delta in Italy with unique biological characteristics at national level, and at the European level, some very uncommon ones.

The area has economic, environmental and touristic Mediterranean dynamics that are influencing its development. The Delta Po Veneto Park area, within which is located the Municipality of Rosolina, is exposed to medium-high combined pressures due to climate change both on the coastal areas and marine areas.

Over the last few years, the area has seen an increase in tourism's demand (4.7% in 2014-2015, 50% are foreigners) that on one side has incremented the economy, while on the other, has affected the area with a high urban sprawl, and urban settlement has become more and more invasive. In the table are the main threats and enabling factors affecting the territory of Rosolina municipality.

THREATS	ENABLING FACTORS
Coast line subject to erosion (39%), sandy beaches subjected to erosion	Bathing sites 100% excellent water quality
Future sea rise may be higher due to local subsidence (-4mm/y)	Low light pollution <0,1 given by the nature park which is famous for ecotourism
Alarm for loss of natural habitats due to exploitation of the territory intensive agriculture	Existence of a plan for the regional territory coastal area
The use of space is the main conflict between uses	Various measures implemented for coastal defence
Risk of flooding	High naturalness: small villages surrounded by agricultural fields, natural areas composed of lagoon and pine forest
	Seaside tourism and ecotourism are the main economic sources
	Different landscapes: watercourses, banks, fossil dunes, lagoon, sand banks, brackish areas

VISION AND OBJECTIVES FOR THE SUSTAINABLE TOURIMS DEVELOPMENT OF ROSOLINA

The vision for Rosolina tourism-driven sustainable development designs a territory that makes the main development driver the enhancement and protection of natural elements, where people are conscious of their common future and interaction with our planet, and act collectively and responsibly to build thriving societies in harmony within the biosphere.

*A strategy for **E-CONNECTION**: Improve the connections among the anthropic and environmental spheres supporting innovative and sustainable activities.*

The objectives identified for the development of the Rosolina tourism-driven strategy are completely derived and coherent with the Med-level strategy and related main goals:
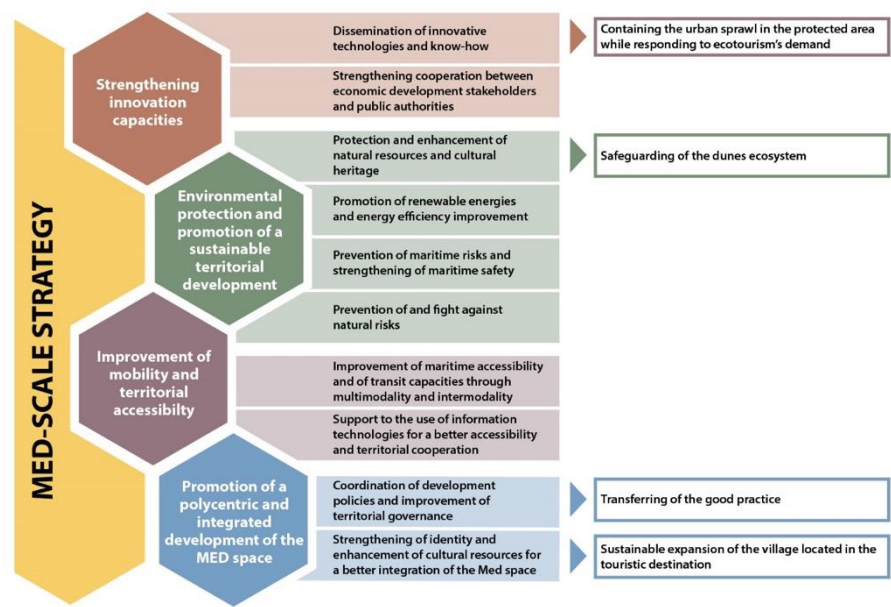
The map that follows is an example of the geographical areas within which the strategy is focused through the implementation of measures and actions aimed at achieving the identified specific objective.
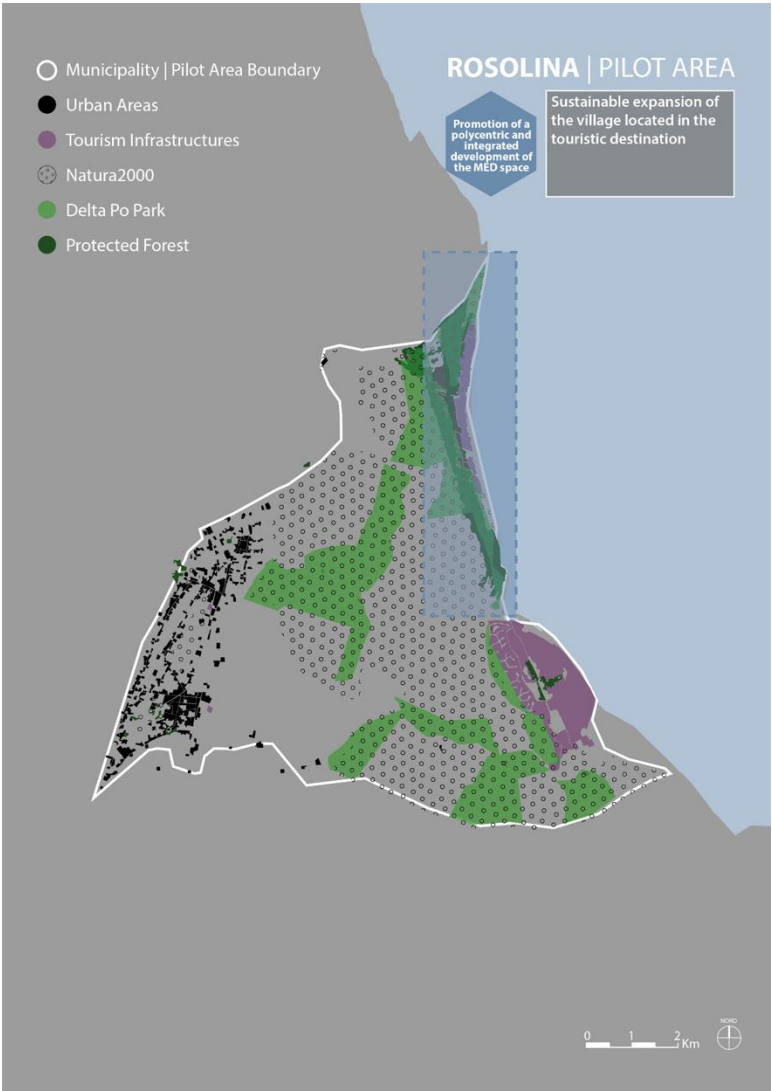
WHO WE ARE

CO-EVOLVE is a three-year project that aims at analysing and promoting the co-evolution of human activities and natural systems in touristic coastal areas, allowing for sustainable development of tourism activities based on the principles of Integrated Coastal Zone Management (ICZM)/Maritime Spatial Planning (MSP).

It couples a presently unavailable analysis at MED level of threats and enabling factors for sustainable tourism with local studies of seven representative Pilot Areas, to demonstrate through pilot actions the feasibility and effectiveness of an ICZM/MSP-based planning process.

Finally, CO-EVOLVE contributes to the Strategic Theme 2 (Joint Action 2.1) of the Bologna Charter Joint Action Plan: http://www.bolognacharter.eu/.

CONTACT US

@CoEVOLVEmed

@CoEvolveMED

https://co-evolve.interreg-med.eu/

co-evolve@pta-emth.gr

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