

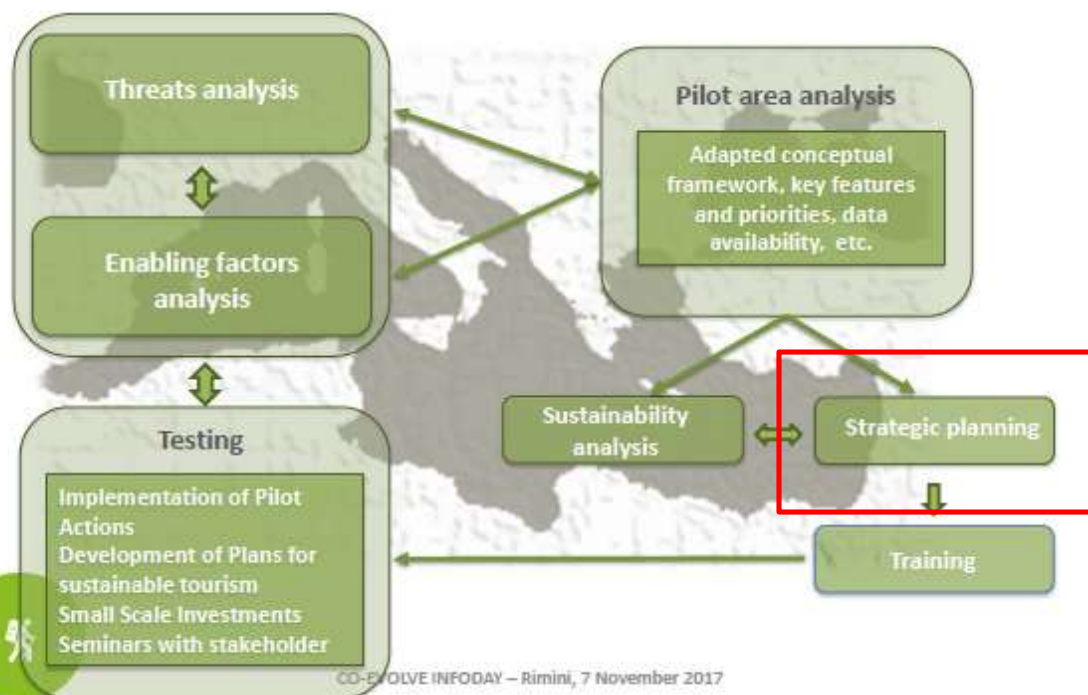
Strategic planning methodology and examples of pre-implementation at destination scale (IUAV)

Niccolò Bassan, Filippo Magni, Federica Appiotti, Francesco Musco
IUAV University of Venice
Department of Architecture and Arts



CO-EVOLVE
EU Dissemination Event
BARCELONA, June 5th, 2019

PROJECT FRAMEWORK



ACTIVITIES CARRIED OUT BY THE IUAV UNIVERSITY

TASK 3.18.1

Guidelines for Tourism-driven strategic planning

TASK 3.18.2

Tourism-driven Strategic Planning on Pilot Areas

TASK 3.18.1

Guidelines for Tourism-driven strategic planning

AIM OF THE WORK

Construct **Guidelines** for strategic coastal planning, tourism-driven, compliant with existing MED visions, ICZM and sustainable tourism goals and main objectives.



Step-by-step methodology



An opportunity to local and regional administrations at MED scale to use an integrative methodology for planning tourism-driven strategies

STEPS OF TOURISM-DRIVEN STRATEGIC GUIDELINES

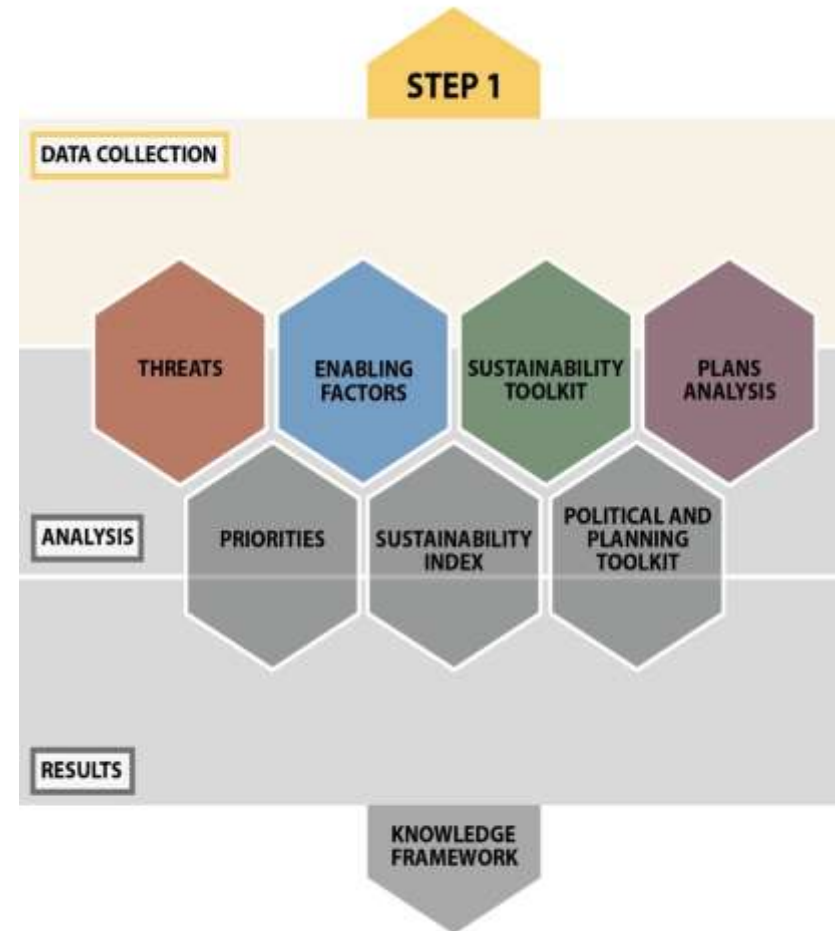




- Identification of needs for a tourism-driven strategic planning **(PLANNING SCOPE)**
- Definition of the working team **(COORDINATION)**
- Definition of the territorial scope **(BOUNDARIES)**
- Identification of stakeholders **(INCLUSION and VALIDATION)**
- Construction of the work plan and definition of “milestones” **(ROADMAP for EFFICIENCY)**



1.

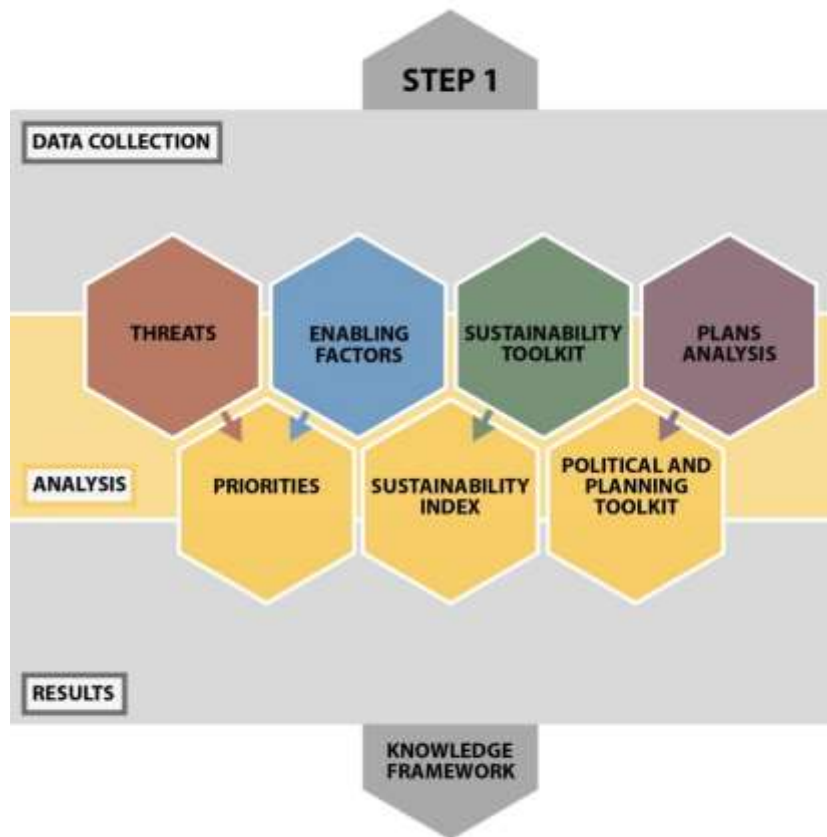


Scope: Analysis of the area in a coherent and integrated way

1. Data Collection:

- Threats and enabling factors;
- Area sustainability status (*sustainability toolkit*)
- Existing policies and plans

2.

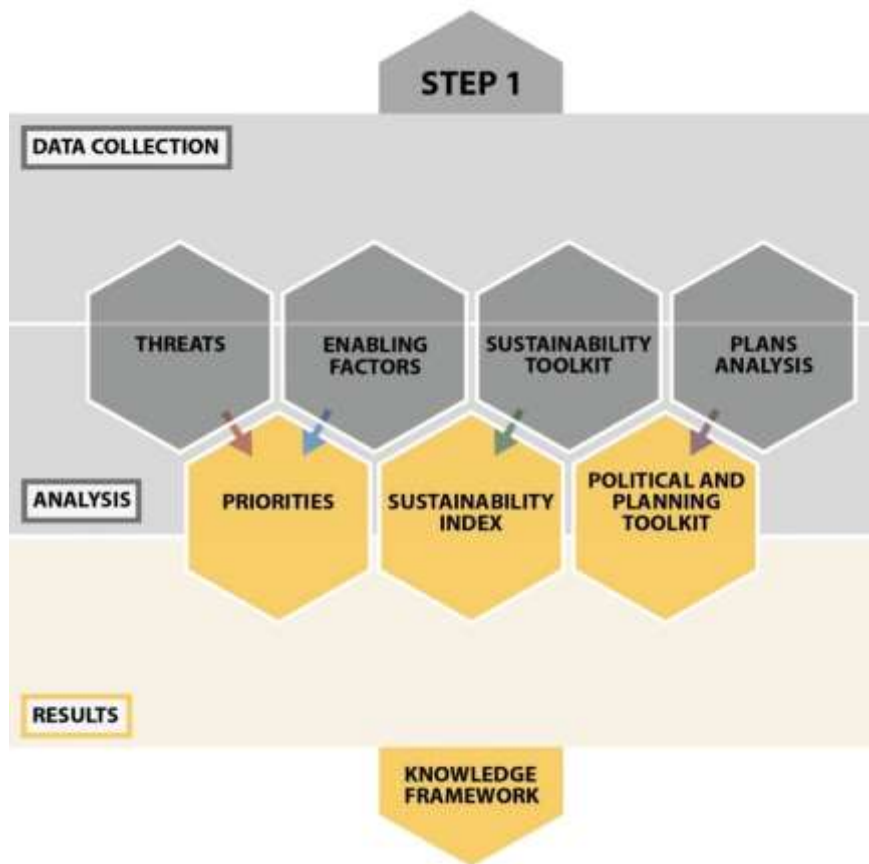


Analysis of collected data in order to obtain a **knowledge framework** useful to construct planning priorities and subsequent goals and objectives

Presentation of analysis to technical stakeholders

The analysis must be strongly focused on the planning main goal

3.



The third task's purpose is to organized the results obtained from the previous phases to facilitate the subsequent steps execution

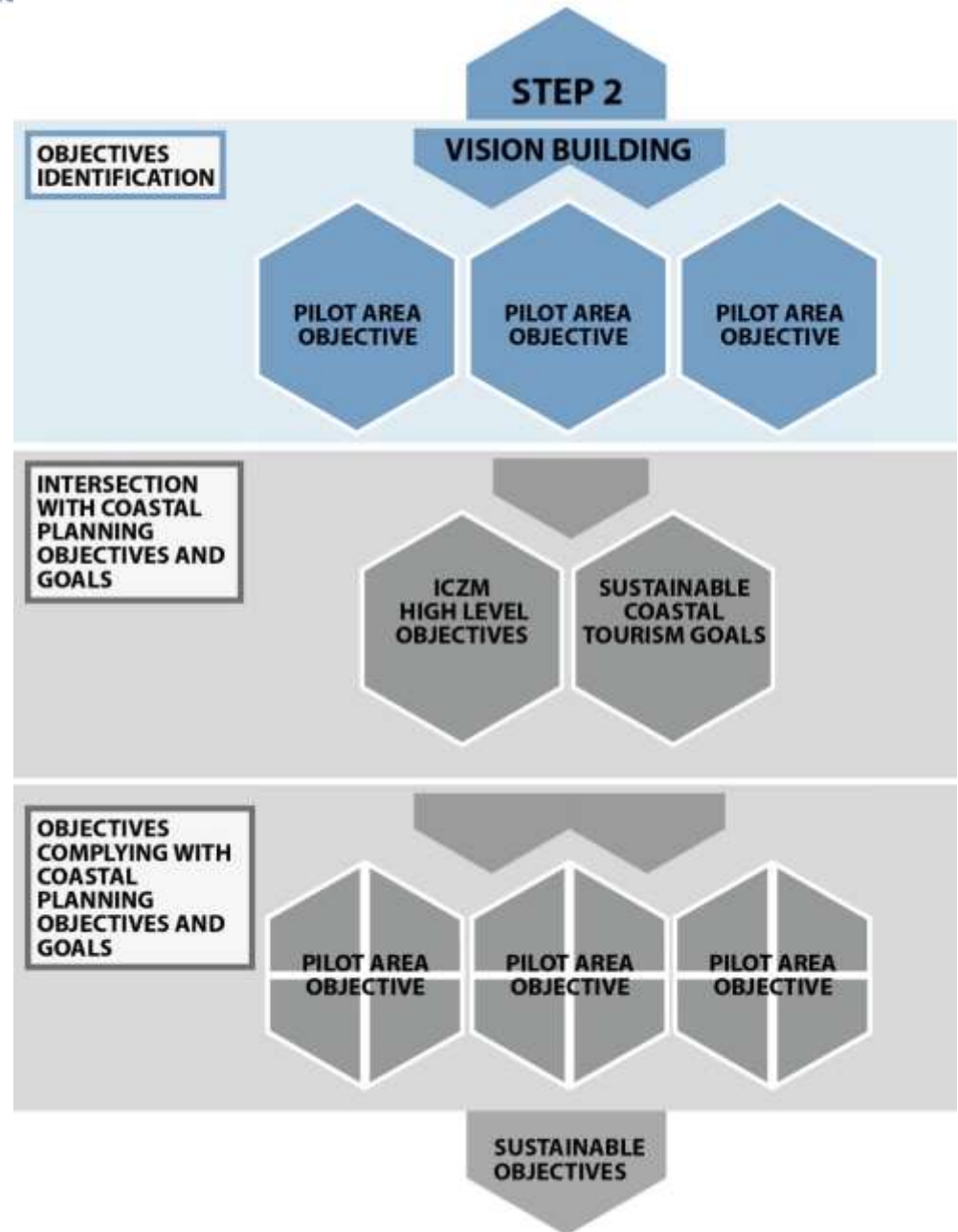


Final summary of existing conditions of the area



Set the main planning direction

- Addressing the strategic issues emerged;
- Ensuring coherence and compliance with ICZM and ST principles and goals



1. Design of a common and integrated vision for the area

Clear view of what is the desired or intended future of the coastal area in terms of strategic and sustainable tourism development

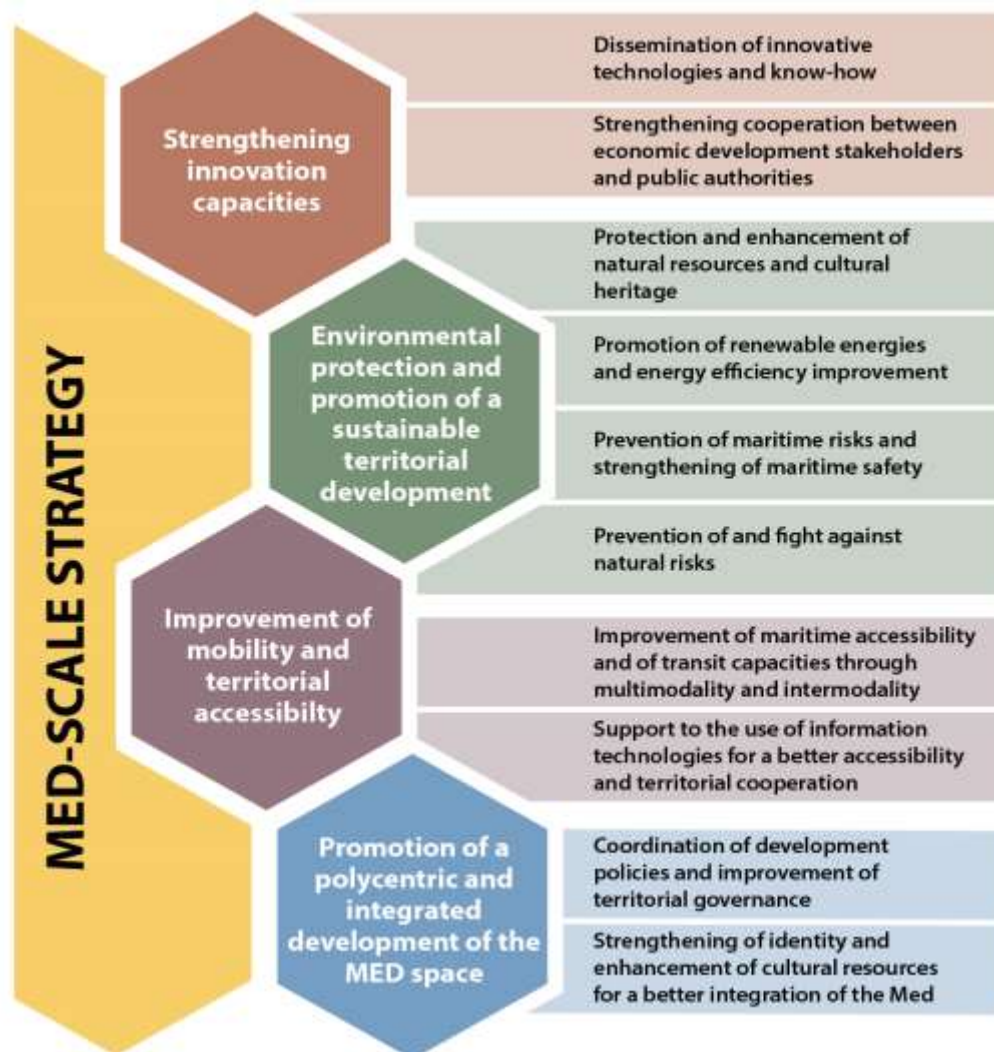
A vision should be:

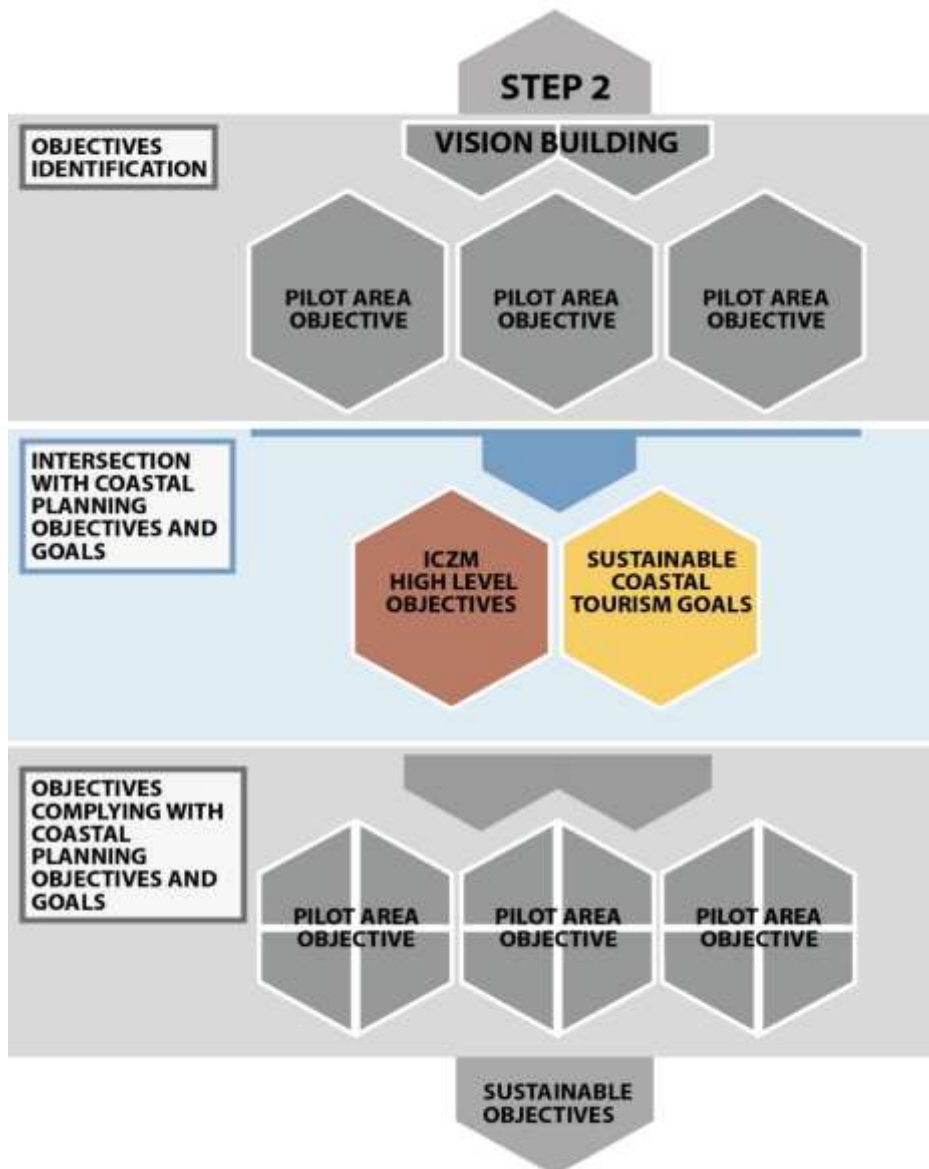
- both rational and inventive;
- clear and compelling;
- aligned with the community's aspiration and existing policies;
- a vivid picture of a desired future.

2. Identification of main planning goals and objectives

Setting objectives involves a continuous process of research and decision-making

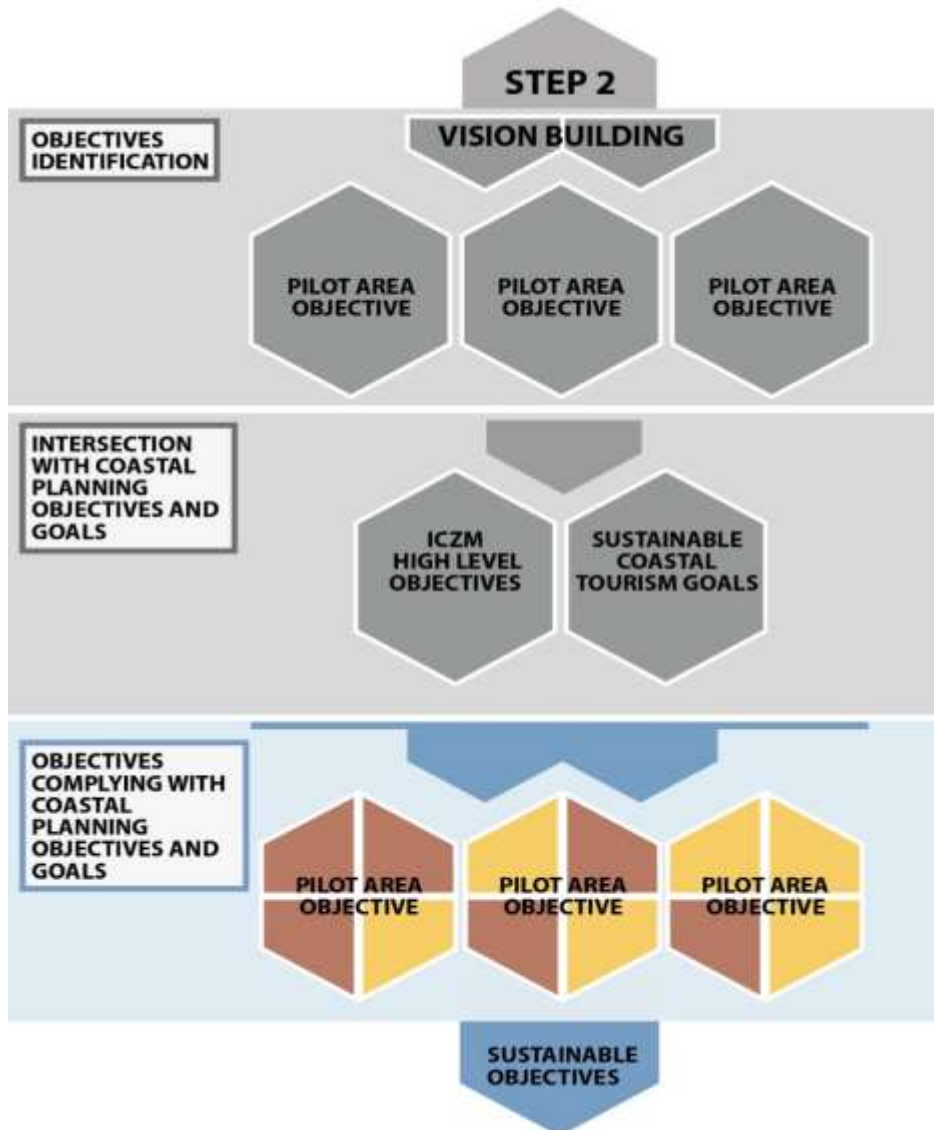
Strategic Axes of development identified by the Interreg MED programme and the strategic sub-objectives specified for each axis





OBJECTIVE 1

		ICZM High Level Objectives			
		A healthy and productive economy	A healthy and productive environment	Public health and safety	Social cohesion
Sustainable Coastal Tourism Goal	Energy and water conservation	•	•	•	•
	Employment	•	•	•	•
	Economic growth	•	•	•	•
	Infrastructure plans	•	•	•	•
	Environmental and resources conservation	•	•	•	•
	Urban and rural revitalization	•	•	•	•
	Heritage conservation	•	•	•	•
	Consumer protection	•	•	•	•
	Community welfare	•	•	•	•
	Business creation	•	•	•	•



PILOT AREA OBJECTIVES CONFORM AND COHERENT WITH:

- **MED SCALE GOALS**
- **ICZM HIGH LEVEL OBJECTIVES**
- **SUSTAINABLE COASTAL TOURSIM GOALS**



The strategy should be a logical output of the preceding steps of the process.

The tourism-driven strategic plan is an integrated set of desired and integrated outcomes in which the actions for the realization of them are explained through an **action plan (WP4 objective)**



Depict how the objectives will be implemented specifying the relation of the Plan to the political and administrative organization of the area



Strategic action planning turns **strategies into practical programmes or activities** for implementation

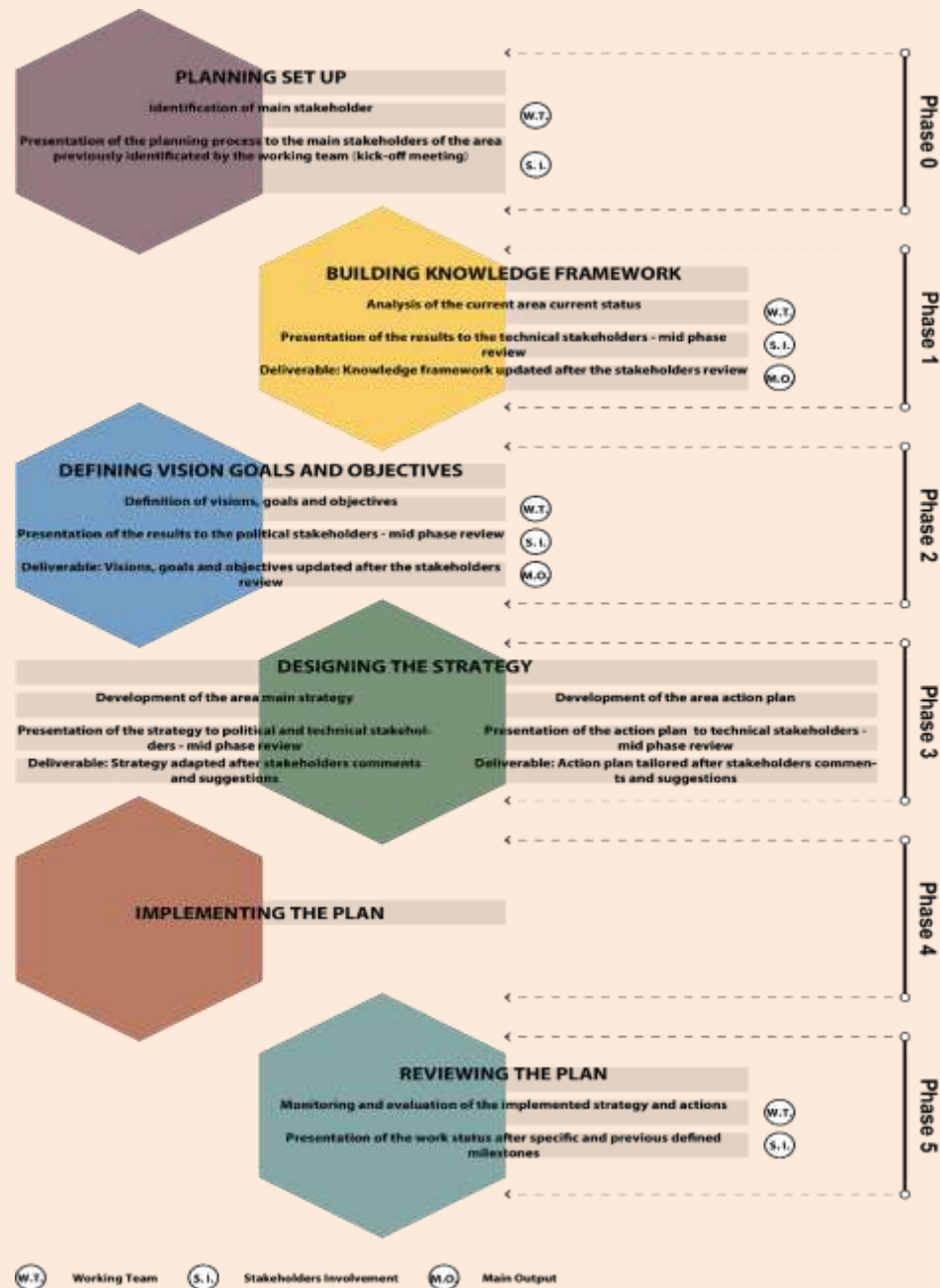
Application of the strategic approach to priority issues → Production of tangible results

- *What activities are to be undertaken?*
- *How will each activity contribute to overall vision, mission, goals, objectives and strategic priorities?*
- *What specific results will be achieved?*
- *How will these results be achieved?*
- *When will these results will be achieved?*
- *Who will help achieve these results?*
- *What resources will be needed to achieve these results?*
- *How will the results be monitored?*

- Provide **constant feedback** on the extent to which the actions are achieving their goals;
- Identify potential problems at an early stage and propose possible solutions;
- Monitor the **accessibility** of the **actions** implemented to all sectors of the target population;
- Monitor the efficiency with which the various components of the plan are being implemented and suggest improvements;
- Evaluate the extent to which the plan is able to achieve its general objectives.



STAKEHOLDERS INVOLVEMENT PROCESS



ALEXANDROUPOLI PILOT AREA STRATEGIC PLAN

An example of the guidelines application

1.1 PILOT AREA DESCRIPTION

1.1.1 GENERAL DESCRIPTION OF THE AREA

1.1.2 SOCIO-ECONOMIC DYNAMIC OF THE AREA

1.1.3 MOST IMPORTANT NATURAL RESOURCES AND ELEMENTS

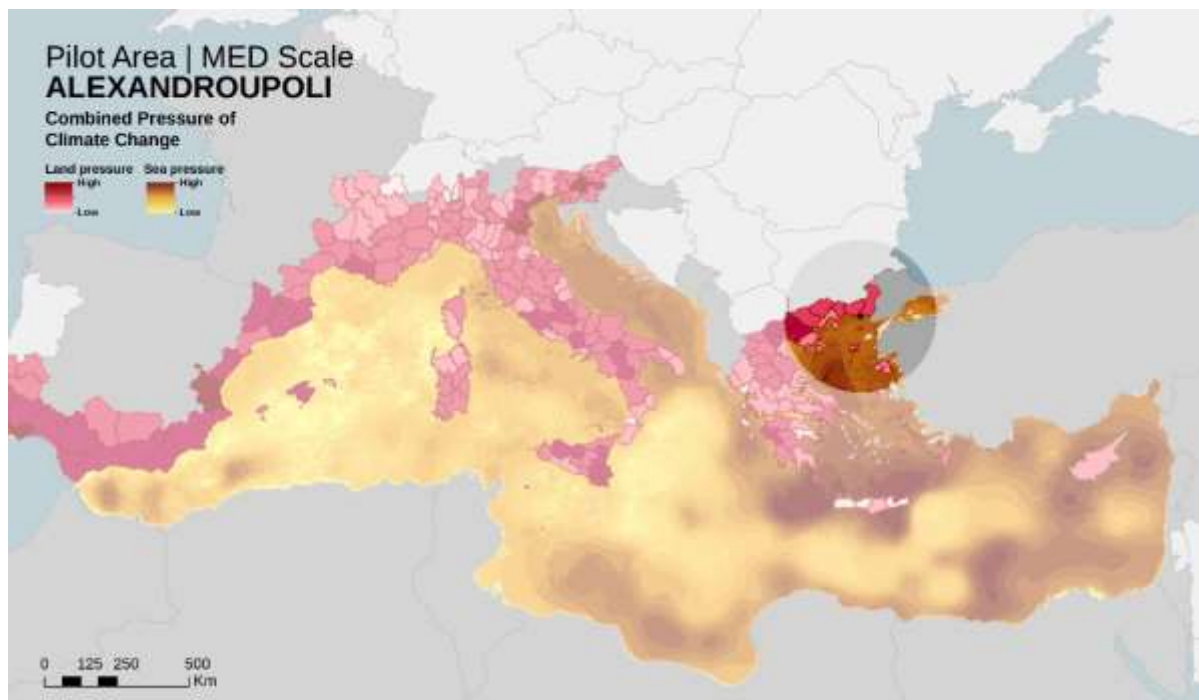
1.1.4 LOCAL AND REGIONAL PLANNING GUIDELINES



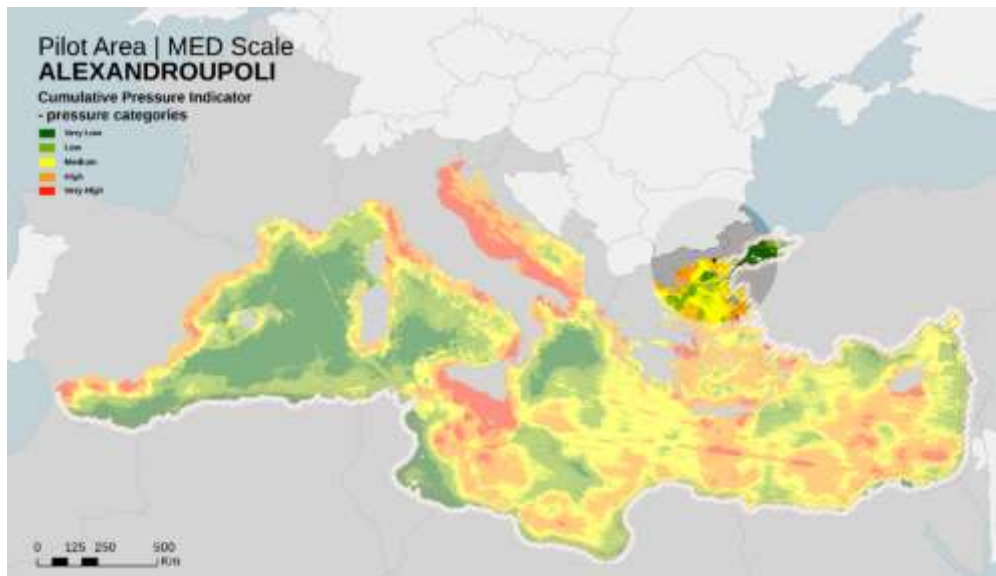
● Region of East Macedonia and Thrace

○ Alexandroupoli Municipality ○ Pilot Area

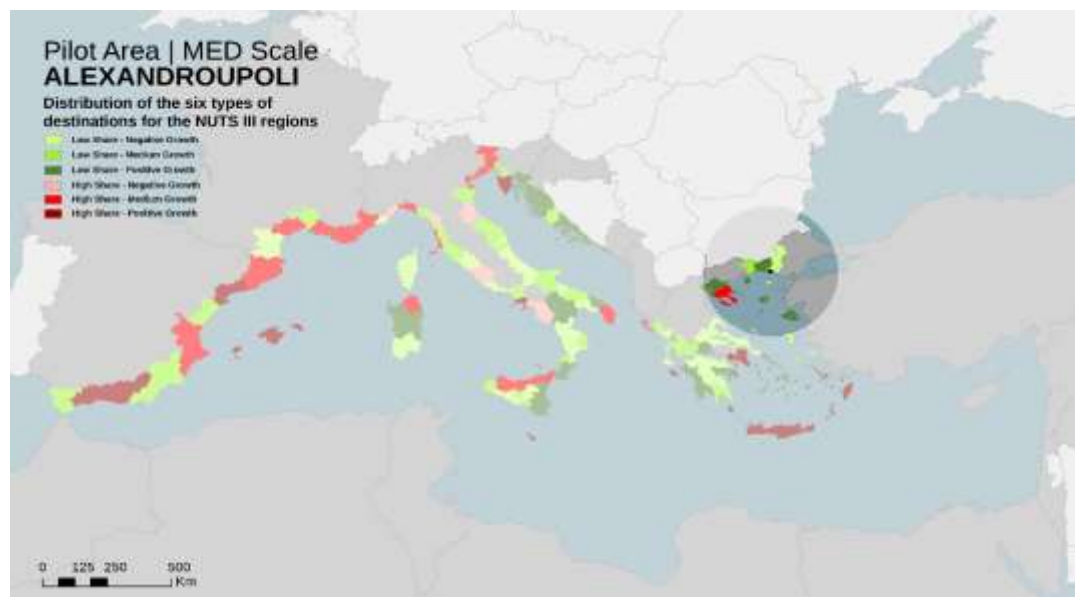
0 25 50 Km



Focus on Alexandroupoli pilot
area of the **Combined Pressure
of Climate Change** in the
Mediterranean Region



Focus on Alexandroupoli pilot area of the
**Cumulative Socio-Economic and
Environmental Pressure** in the
Mediterranean Region



Focus on Alexandroupoli pilot area of the
Types of destination based on the
average tourism market share and annual
growth in the Mediterranean Region

Threats

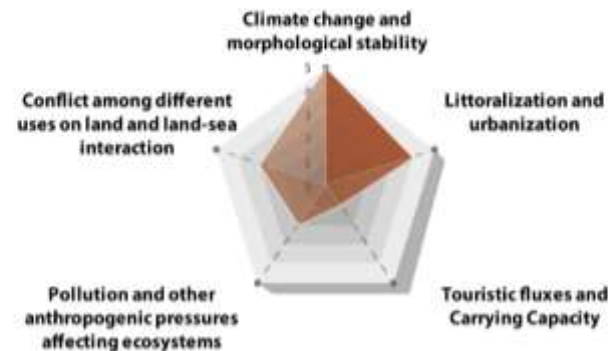
- Area's geomorphology, composed of low and sandy beaches, coupled with specific sedimentation dynamics, makes the area strong exposed to coastal erosion
- The erosion direction is East/West and 65% of the coast can be considered at risk
- The localization of Alexandroupoli, close to a coastal protected area and exposed to coastal erosion and flooding, does not allow a great expansion of traditional tourism and of a wide urbanization
- The agricultural sector is overexploiting the ground water table with local adverse effects of sea intrusion and salinization
- The municipal water supply is guaranteed by Aisimi water reservoir
- The foreseen expansion of Alexandroupoli harbour, planned in cooperation between the Port Authority and the Municipality will probably increase conflicts among waterfront activities

Enabling Factors

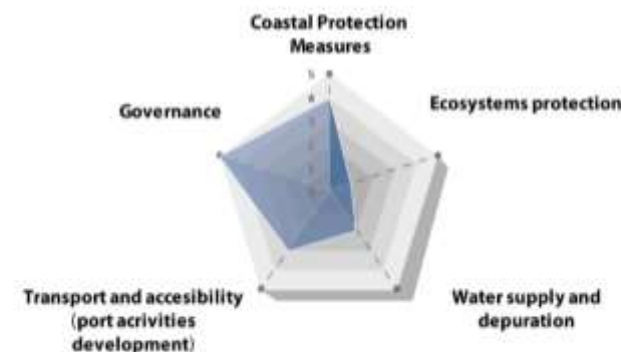
- The area is well interconnected with other urban and environmental sites and the transport system is efficient
- A cycle path is present and enable tourist to valorise, efficiently and sustainably, the coastal area
- The presence of a Nature 2000 site, close to the city centre and hosting numerous valuable bird species, make the area a focal point for environmental tourism
- The area shows a good level of naturalness and low levels of pollution
- The foreseen expansion of Alexandroupoli harbour, planned in cooperation between the Port Authority and the Municipality, will allow an increase of tourism arrival

Alexandroupoli

Threat



Enabling Factors



1.2 SUSTAINABLE STATUS AND MAIN PLANNING CHALLENGES

- Results of the use of sustainable toolkit;

The Results show **significant opportunities for tourism development, mostly in the field of beach and maritime tourism**, constrained by important inconsistencies in the implementation and monitoring of tourism related policies and actions at destination level.

Pilot Area	1A. Alexandroupoli /Makri
Partner	Region of East Macedonia and Thrace
RESULTS	
Synopsis	The results show significant opportunities for tourism development, mostly in the field of beach and maritime tourism, constrained by important inconsistencies in the implementation and monitoring of tourism related policies and actions at destination level.
Customized Tourism Sustainability Toolkit	Core Indicators
	C.B1.1. Number of tourist nights per month
	C.B2.1. Average length of stay of tourists (nights)
	C.B3.1. Direct tourism employment as % of total employment in the destination
	C.C1.1. Number of tourists/visitors per 100 residents
	C.D6.2. % of tourism enterprises taking actions to reduce water consumption
	C.D8.2. % of tourism enterprises that take actions to reduce energy consumption
	C.D8.3. % of annual amount of energy consumed from renewable sources (Mwh) compared to overall energy consumption at destination level per year
	Destination Indicators: DI.Beach/Maritime tourism
	DIA4. Number of second homes per 100 homes in coastal zones*
	DIB1. % of tourist infrastructure (hotels, other) located in coastal zones*
	DIC2. % of beaches awarded the Blue Flag
	DID1. Existence of up to date tourism plans and policies (YES/NO)
	DID2. Existence of a land use or development plan (YES/NO)
	Pilot area-specific Indicators
	P.A1.2. % shoreline subjected to erosion
	P.A1.8. Coastal flooding events per year(number)
	P.A6.1. Total use of water by tourism sector (Tourism as a % of all users)
Data Availability Overview	P.B1.1. Existence of a coastal planning management system
	P.B1.2. Length of protected and defended coastline (km)
<p>40% 20% 20% 20% 0%</p> <ul style="list-style-type: none"> Available at destination level Available at different spatial scale Partially available: Estimations based on proxy and qualitative data at destination level Partially available: Estimations based on proxy and qualitative data at different spatial scale No available data 	

1.3 VISION

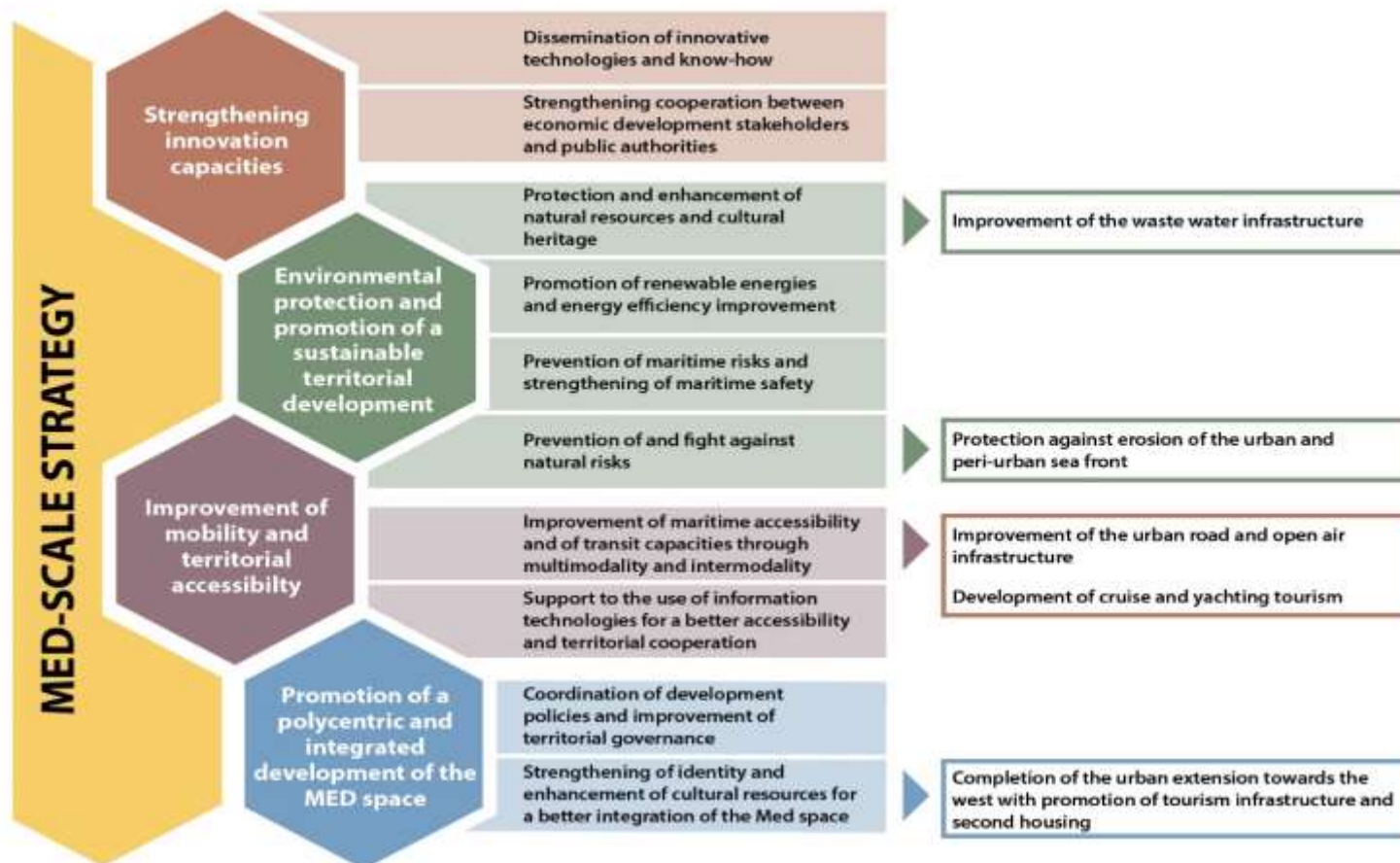
The Alexandroupoli coastal area, as the Region of Eastern Macedonia and Thrace (REMTH), is considered an example of urbanized littoral subjected to erosion located in strategic position (at the center of land and sea routes connecting Greece with Turkey), for tourism sector development. Despite this, the competition in terms of tourism offer is very high and strong.

*Based on this, the area will work to increase and enhance the tourist offer in a sustainable and effective way. In the medium term, the area aims to **address an improvement and diversification of the accessibility capacity connected with an enlargement of urban area and a conservation/protection of the peculiar natural features.** The area will work to become a liveable and sustainable touristic area that will **improve its economic growth through an enhancement of interconnections between the social and natural/agricultural systems.** The increase of accessibility infrastructures, and the plan of city development will complementary act to guarantee a **conservation of the eastern side protected area (Evros River Delta) and to generate a promotion of new form of tourism activities supported also by a diversification of users.** Furthermore, the area will try to achieve a better liveability and protection of the coastal area from erosion and climate change emerging problems in order to increase the economic sector related to tourism activities. The area will undertake a transformation toward the development of competitive and sustainable touristic structures and the consequent generation of economic growth that will act to reduce the lack of attractiveness of the area.*

*Furthermore, from a medium to a long term, the area is **investing in attracting cruise and yachting tourism vision through the expansion and the privatization of the port.***

1.3 VISION

1.4 GOALS AND OBJECTIVES IDENTIFICATION



1.3 VISION

1.4 GOALS AND OBJECTIVES IDENTIFICATION

OBJECTIVE 1

Improvement of the urban road and open air infrastructure

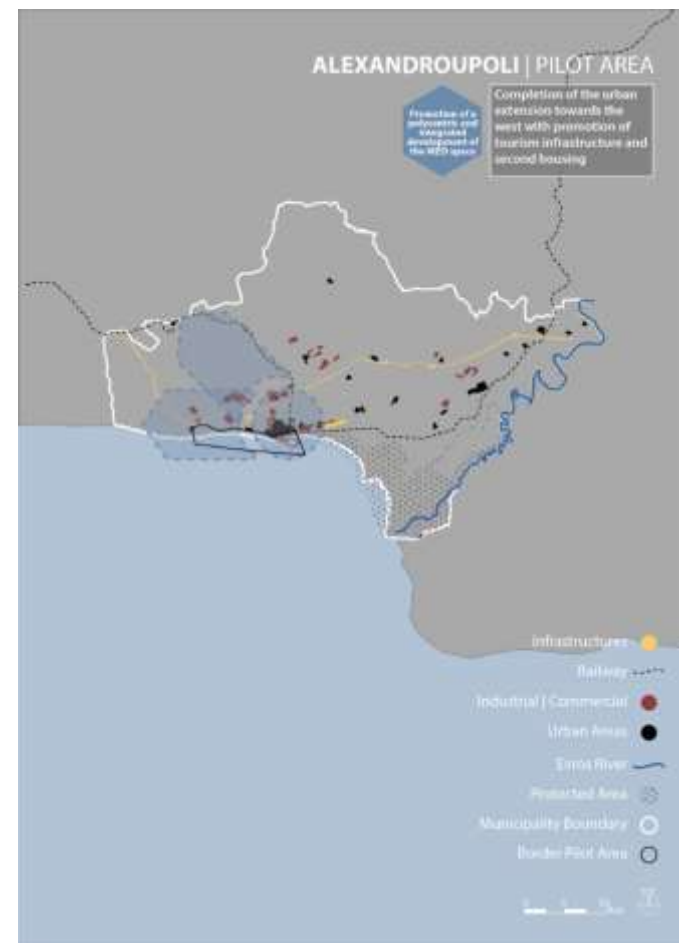
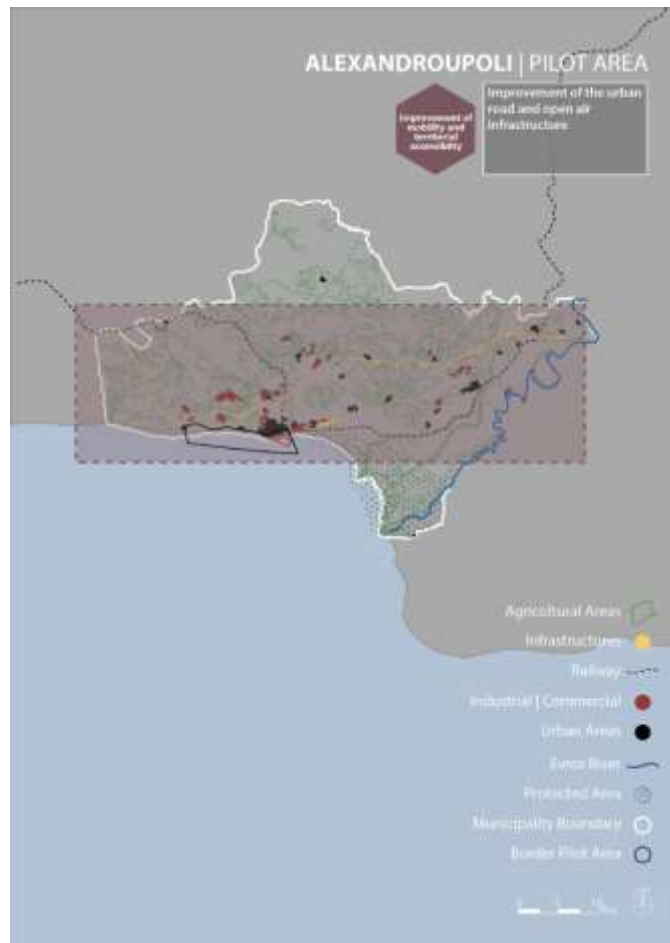
ICZM High Level Objectives				
	A healthy and productive economy	A healthy and productive environment	Public health and safety	Social cohesion
Energy and water conservation	●	●	●	●
Employment	●	●	●	●
Economic growth	●	●	●	●
Infrastructure plans	●	●	●	●
Environmental and resources conservation	●	●	●	●
Urban and rural revitalization	●	●	●	●
Heritage conservation	●	●	●	●
Consumer protection	●	●	●	●
Community welfare	●	●	●	●
Business creation	●	●	●	●

OBJECTIVE 2

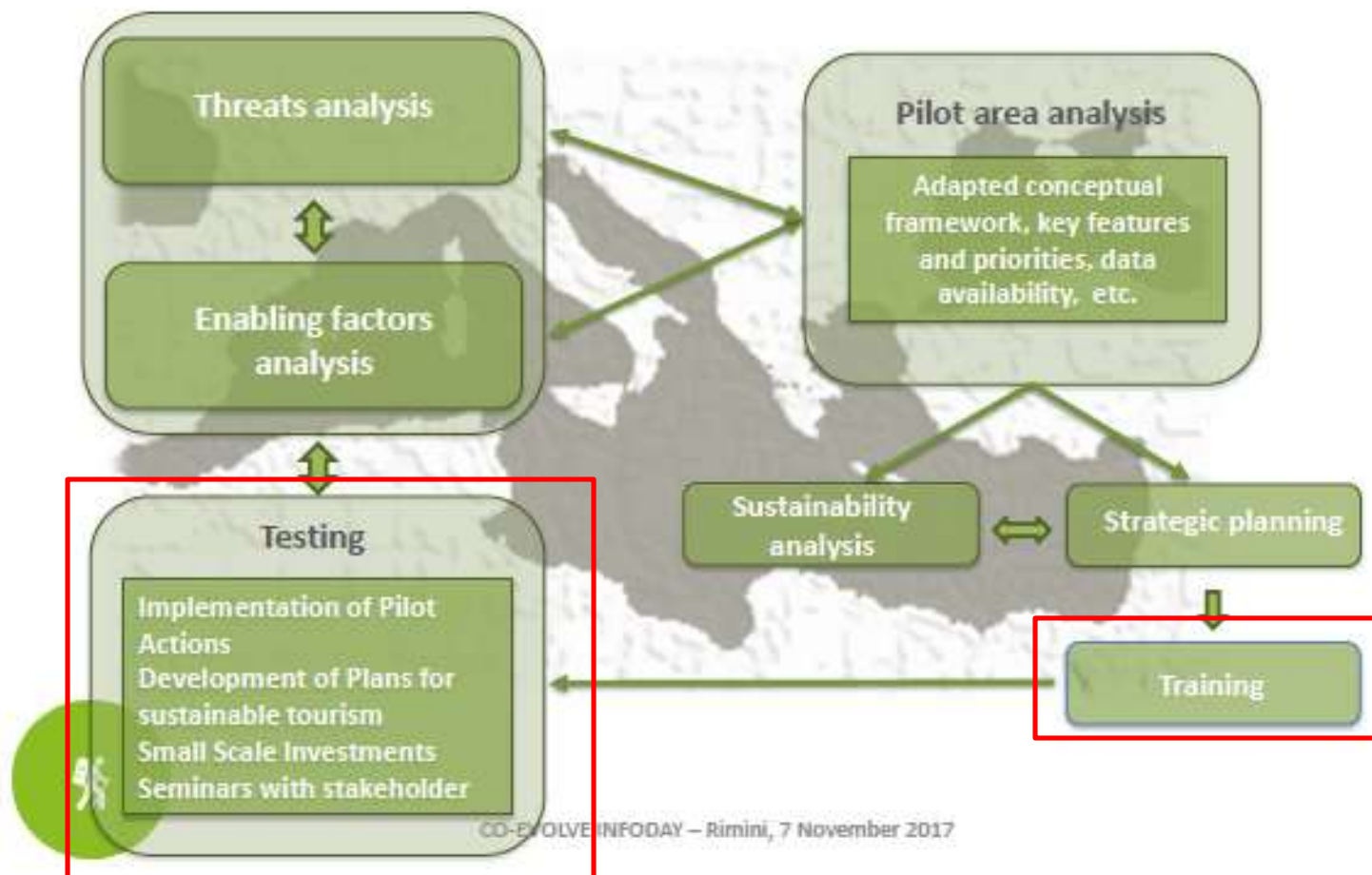
Improvement of the waste water infrastructure

ICZM High Level Objectives				
	A healthy and productive economy	A healthy and productive environment	Public health and safety	Social cohesion
Energy and water conservation	●	●	●	●
Employment	●	●	●	●
Economic growth	●	●	●	●
Infrastructure plans	●	●	●	●
Environmental and resources conservation	●	●	●	●
Urban and rural revitalization	●	●	●	●
Heritage conservation	●	●	●	●
Consumer protection	●	●	●	●
Community welfare	●	●	●	●
Business creation	●	●	●	●

1.5 THE STRATEGY



PROJECT FRAMEWORK - NEXT STEPS AFTER 3.18



CONTACTS

Name: Niccolò Bassan - Filippo Magni – Federica Appiotti – Vittore Negretto - Francesco Musco

Email: co-evolve@iuav.it

Telephone: +39 3381741308

Web site of the partner: <http://www.planningclimatechange.org/wp/en/>

