

## **2.6.- PROJECT EXTERNAL COMMUNICATION**

### **DELIVERABLES:**

- 2.6.1.- ALTER ECO Living lab
- 2.6.2.- ALTER ECO Living lab platform
- 2.6.3.- Metropolitan groups forum

## Index

### 1.- Introduction.

### 2.- Alter Eco living labs guidelines.

- 2.1.- Introduction.
- 2.2.- Key elements.
- 2.3.- Objectives.
- 2.4. Phases for the setting up of living lab.

### 3.- Pilots living labs

#### 3.1.- City of Dubrovnik.

- 3.1.1.- *Introductory meeting, April 3rd 2017.*
- 3.1.2.- *Attendance.*
- 3.1.3.- *Presentation of Alter Eco and scenario proposed.*
- 3.1.4.- *Minutes.*

#### 3.2.- Comunidad Valenciana Region: Valencian Institute of Building Foundation (IVE).

- 3.2.1.- *Stakeholders database.*
- 3.2.2.- *Calendar.*
- 3.2.3.- *First meeting.*
- 3.2.4.- *Project presentation.*
- 3.2.5.- *Working Group.*
- 3.2.6.- *Scenarios.*
- 3.2.7.- *Diagnosis about the tourism sector in their city.*
- 3.2.8.- *Second meeting to discuss above-named diagnosis.*
- 3.2.9.- *Keep alive the Living Lab.*
- 3.2.10.- *Mediterranean identity survey.*

#### 3.3.- South Aegean Region.

- 3.3.1.- *Metropolitan group.*
- 3.3.2.- *Presentation of Alter Eco*
- 3.3.3.- *Rhodes living lab.*
- 3.3.4.- *Scenario proposed.*
- 3.3.5.- *Local Press.*

#### 3.4.- Ca' Foscari University of Venice.

- 3.4.1.- *Stakeholders database.*
- 3.4.2.- *First Meeting and calendar of the meeting and activities.*
- 3.4.3.- *Diverse scenarios.*
- 3.4.4.- *Inviting stakeholders to share their documents.*
- 3.4.5.- *Involvement in the diagnosis.*
- 3.4.6.- *Next steps.*

#### 3.5.- Municipality of Genoa.

- 3.5.1.- *Local Core Group Meeting.*
- 3.5.2.- *Activities and method of Genoa Living Lab.*

### 3.6.- Malaga City Council.

- 3.6.1.- *Stakeholders database*
- 3.6.2.- *First Meeting.*
- 3.6.3.- *Scenario.*
- 3.6.4.- *Alter Eco Conference.*
- 3.6.5.- *Second Meeting.*

### 4.- Living labs platform.

## **1.- Introduction.**

The activity 2.6 is focused on communication with target groups. This will be reached by grouping the target audience in ALTER ECO living Lab at a local, regional, national and European level. It will include the creation of stakeholder structure through a participatory process in each pilot.

Alter Eco will innovate in the way to involve key actors with different profiles, interests and priorities, by using “Human centred design” techniques to generate innovative ideas to support the alternative strategies. Special attention will be paid to public stakeholders able to implement the deliverable 4.5.1, developing a strategy focused on multipliers. The target groups that should be addressed by horizontal projects will be distinguished from those addresses directly by the project.

This deliverable It aims to provide diverse scenarios for the stakeholders linked to the project (physically or virtually) to propose and test their ideas in the most real environment.

A cloud platform hosted in the project website for participant’s communication will be created where all stakeholders’ data will be inserted and available at project level and beyond.

Alter Eco living Lab will be established from local metropolitan forums to raise awareness of the living communities.

The Application Forms divides this deliverable in three parts: the Alter Eco living labs, the living lab platform and the metropolitan forum groups. In this document we have jointed the first and the third part in the three first points because it has been considered that give a better joint vision of what have been done in each pilot regarding this activity.

## **2.- Alter Eco living labs guidelines.**

### **2.1.- Introduction.**

Living labs are defined as user-centred, open innovation ecosystems based on a systematic user co-creation approach integrating research and innovation processes in real life communities and settings. In practice, living labs place the citizen at the centre of new alternatives and innovation, and have thus shown the ability to better mould the opportunities offered by new concepts and solutions to the specific needs and aspirations of local contexts, cultures, and creativity potentials.

### **2.2.- Key elements.**

5 key elements must be present in a living lab:

- Active user involvement (i.e. empowering tourists to thoroughly impact the alternative process)
- Real-life setting (i.e. testing and experimenting with new elements "in the wild")
- Multi-stakeholder participation (i.e. the involvement of neighbourhood associations, merchants associations, hospitality industry, university, shipping providers, relevant institutional actors, etc...)
- A multi-method approach (i.e. the combination of methods and tools originating from technology, psychology, sociology, strategic management, engineering, etc.)

- Co-creation (i.e. iterations of different sets of stakeholders).

### 2.3.- Objectives.

The living lab will include the creation of stakeholder structure (metropolitan forums) through a participatory process in each pilot. ALTER ECO will innovate in the way to involve key actors with different profiles, interests and priorities, by using “Human centred design” techniques to generate innovative ideas to support the alternative strategies and to raise awareness of the living communities.

It aims to provide diverse scenarios for the stakeholders linked to the project (physically or virtually) to propose and test their ideas in the most real environment.

A cloud platform hosted in the project website for participant’s communication will be created where all stakeholders’ data will be inserted and available at project level and beyond.

With the living lab concept and this cloud platform, we are assessing which methods and tools help them better to design realistic alternative tourist strategies in order to achieve the common objective of enhance a balance among tourist attraction, as an economic source of growth, and the conservation of the classical Mediterranean City Model as an example of sustainability.

The platform is created as a Living Lab experiment where the stakeholder share a common platform, uploading their ideas, data, and comments relating their 'real-life' experiences of tourism in its City. The platform will enables the co-creation of new and innovative touristic alternatives, where stakeholder can share, rate and comment the content. This enables immediate collaboration and feedback between stakeholders.

Each living lab will contribute to develop measures to address their problems/barriers detected in its City and will evaluate results in order to use its experience to design realistic tourism strategies.

This way, the platform will connect all stakeholders with the utilization of modern technologies into one online community.

The living labs methodology allows collaboration of all stakeholders in co-creating new services and alternatives solutions.

We have to encourage all stakeholders to participate in the co-creation of the platform to make it as alive as possible, as it is based on the living lab concept where all stakeholders need to participate to reap the maximum result.

By observing participants and gathering feedback from stakeholders through the platform, the outcomes of the project and the intentions and actions of the tourism alternatives were identified.

In this way, with this approach we will obtain:

- Co-creation: bring together new alternative push and application pull into a diversity of views, constraints and knowledge sharing that sustains the ideation of new scenarios, concepts and related artefacts.

- Exploration: engage all stakeholders, at the earlier stage of the co-creation process for discovering emerging scenarios, usages and behaviours through live scenarios in real or virtual environments.
- Experimentation: implement the proper level of the new alternatives to experience live scenarios with a large number of users while collecting data which will be analysed in their context during the evaluation activity.
- Evaluation: assess new ideas and innovative concepts in real life situations through various dimensions such as socio-ergonomic, socio-cognitive and socio-economic aspects; make observations on the potentiality of an adoption of new concepts and related alternatives.

#### **2.4.- Phases for the setting up of living lab.**

The suggested stages that each partner must carry out for setting up it living lab are:

1. Create a database with the stakeholders.
2. Make a calendar (approximate) with the meetings and activities that will be celebrated throughout the life of the project.
3. Contact with the stakeholders, through email, to welcome them to the Working Group and ask for the confirmation of the person or persons who will be attending the meetings and will collaborate with the Group
4. Create a Dropbox folder to share the documents of the group.
5. Schedule the first meeting.
6. Prepare a presentation explaining the project, which will be exposed at that first meeting (kick-off meeting presentations are suitable and available in Alter Eco Dropbox Folder).

Also in this first meeting it should be specified the methodology of work and what is expected from them and what will receive in return.

7. Provide diverse scenarios for the stakeholders linked to the project to propose and test their ideas in the most real environment.
8. Invite all participants to the share their documents in the Dropbox folder. In that folder should be included all the working documents, as well as the proposed timetable, reports, data or any information that is necessary to have updated and live the Living Lab.
9. Ask for help to prepare a diagnosis about the tourism sector in their city. The stakeholders will have to analyse, study and make comments to the respect.
10. Coordinate a second meeting to discuss above-named diagnosis, and to think about the possible actions that could be carried out within the framework of ALTER ECO for the improvement of tourism in the city.

11. Keep alive the Living Lab, recalling the tasks to perform, giving publicity of the different events, inviting to be active in the project, etc.

### 3.- Pilots living labs

#### 3.1.- City of Dubrovnik.

##### 3.1.1.- Introductory meeting, April 3rd 2017.

##### 3.1.1.1.- Agenda:

- 13.00-13.10 Welcome greetings by DURA team
- 13.10-13.20 Introduction of the ALTER ECO project
- 13.30-13.45 Short introduction of Living Lab Dubrovnik participants
- 13.20- 13.30 Round of introductions by participating parties
- 13.30-13.45 Description of the Working plan, partners' roles, expected results and impact
- 13.45- 14.00 Presentation of PILOT PROJECT Dubrovnik
- 14.00- 14.15 Conclusions and next steps

##### 3.1.2 Attendance.

	Name and surname	Organization
1	<b>LJUBO NIKOLIĆ</b>	CITY COUNCLER/OWNER OF IT COMPANY
2	<b>IVA PEKOVIĆ CARIĆ</b>	DIRECTOR OF Institute for the Restoration of Dubrovnik/PUBLIC BODY
3	<b>KRISTINA ČURČIJA</b>	NATURAL RESERVE LOKRUM
4	<b>ANĐELA &amp; KSENIJA MATIĆ</b>	PR&EVENT MANAGEMENT AGENCY
5	<b>TOMO NADRAMIJA/MADE MILIČEVIĆ</b>	PIXEL-IT COMPANY

6	<b>SANDRA BURATOVIĆ</b>	UNIVERSITY OF DUBROVNIK PR
7	<b>NIKOLINA TROJIĆ</b>	CROATIAN CHAMBER OF COMMERCE
8	<b>ENUM</b>	STARTUP COMPANY-IT SMART DEVELOPER
9	<b>BLAŽENKA ALESIĆ</b>	DUBROVNIK TOURIST BOARD
10	<b>KRISTINA KOJAN</b>	UNIVERSITY FOR RESTAURATION-DUBROVNIK
11	<b>NIKOLINA POTREBICA</b>	UNIVERSITY OF DUBROVNIK
12	<b>KATIJA MILJKOVIĆ</b>	DEPARTMENT FOR TOURISM AND SEA/CITY OF DUBROVNIK
13	<b>NIKŠA VLAHUŠIĆ</b>	DURA
14	<b>NATAŠA MIRIĆ</b>	DURA
15	<b>UNIVERSAL STUDIOS</b>	IT MANAGEMENT COMPANY
16	<b>MINISTRY OF CULTURE/BRANCH DUBROVNIK</b>	-



### 3.1.3.- Presentation of Alter Eco and scenario proposed.



Areas of high tourism attraction in coastal cities are reaching their **carrying capacity** limit, with a direct impact not only on the urban environment but on key elements that define the **Mediterranean Identity**.

WHY?

WHAT?

Objective: to enhance a **balance** among tourist attraction, as an **economic source of growth**, and the conservation of the **classical Mediterranean city model** as an example of **sustainability**.

Reduce the concentration of human  
activities in **hotspots** through the  
diversification of the offer

Reinforcing  
**Mediterranean identity**  
of touristic destinations

To enhance the coordination between  
public and private stakeholders to  
create **new business opportunities**

Testing, in 6 MED cities/regions, used as **LIVING LAB**, existing **methodologies and tools** arisen in previous high impact projects with the aim of reaching holistic and **realistic tourist strategies** at local and regional level that promote **local sustainable development** by preserving/restoring **Mediterranean Identity**.

HOW?

## SPECIFIC OBJECTIVES

To **reduce the concentration of human activities in hotspots** where carrying capacity is exceeded, through the **diversification of the offer**, considering environmental, cultural and economic impact

Each pilot will implement specific measures to address problems/barriers detected and will evaluate their results in order to use the experience gained to design **realistic tourism strategies** based on methods and tools previously tested.





## SPECIFIC OBJECTIVES

To highlight the value of MED tourist destinations by reinforcing **Mediterranean identity** and visibility and through the promotion of local tradition and common cultural heritage

Every pilot will carry out a **characterization of the existing tourist offer**, evaluating what **role MED identity** plays based on the characterization and value of classical Med city.



## SPECIFIC OBJECTIVES

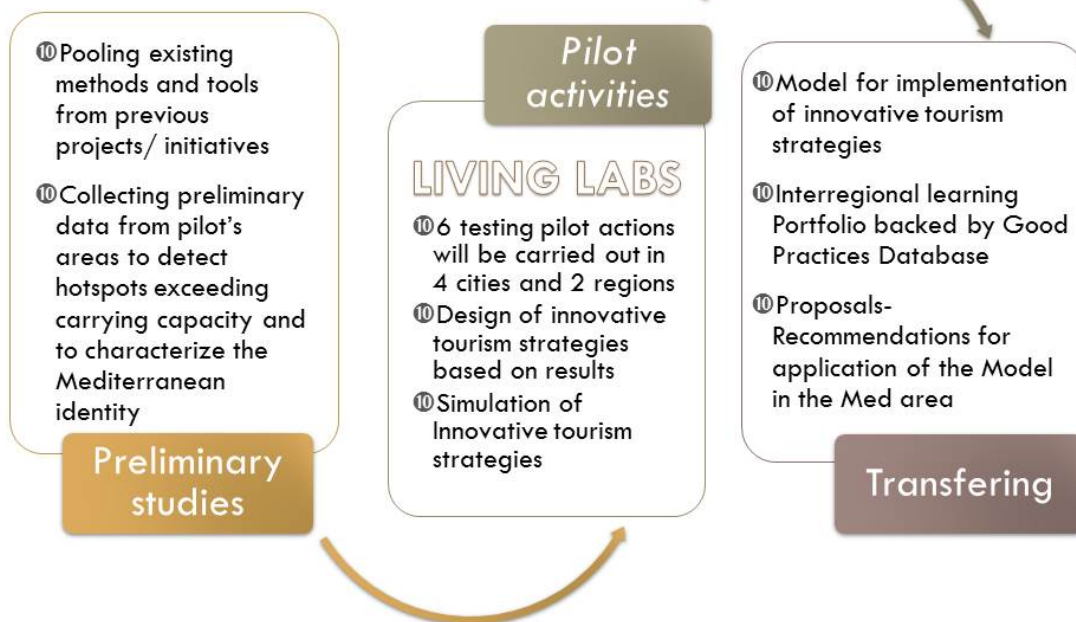
To enhance the coordination of actions between public and private stakeholders towards the implementation of the raised strategies in order to create **new business opportunities**

It will be achieved by:

- Identifying **current market trends** for public private partnerships in emerging tourism economies and successful case studies;
- Outlining key characteristics of how **public private partnerships PPP** could facilitate tourism growth and sustainability within emerging tourism economies;
- Distinguishing the **value generation upon of PPP** approach for tourism stakeholders.

## Alternative tourist strategies to enhance the local sustainable development of tourism by promoting Mediterranean identity

Project co-financed by the European  
Regional Development Fund



## ALTER ECO

Alternative tourist strategies to enhance the local sustainable development of tourism by promoting Mediterranean identity  
Module 2: Testing



## WHAT IS A LIVING LAB?

-Living labs place the citizen at the center of alternatives and innovation to better mold the opportunities offered by new concepts and solutions to the specific needs and aspirations of local contexts, cultures, and creativity potentials.

-Dubrovnik living lab will be the focus group on pilot action we will implement through Alter eco project

### -Main features of a living lab:

*Active user involvement*

*Real-life setting*

*Multi-stakeholder participation*

*A multi-method approach*

*Co-creation (i.e. iterations of different sets of stakeholders).*

## HOW DOES IT WORK ?

1. Living lab provides diverse scenarios for the stakeholders to propose and test their ideas in the most real environment (pilot project for Dubrovnik)!
2. A cloud platform hosted in the project website for participant's communication will be created where all stakeholders' data will be inserted and available at project level and beyond.
3. The platform will serve as a common platform where the stakeholder share upload their ideas, data, and comments relating their 'real-life' experiences of tourism in its City.
4. Each living lab will use the platform and contribute to develop measures to address their problems/barriers detected in its City
5. The common platform will enable to connect all stakeholders with the utilization of modern technologies into oneonline community.

## WHAT IS EXPECTED OF YOU?

1. Attendance of meetings
2. Full attention and cooperation during meetings
3. Share of your relevant documents, ideas, comments in the Dropbox folder.
4. Help in preparing a diagnosis about the tourism sector in Dubrovnik. The stakeholders are expected to analyze, study and make comments to the respect.
5. Prepare to discuss above-named diagnosis, and to think about the possible actions that could be carried out within the framework of ALTER ECO for the improvement of tourism in the city.
6. Keep alive the Living Lab, recalling the tasks to perform, giving publicity of the different events, inviting to be active in the project, etc.

## NEXT STEPS

- Accept the Dropbox invitation
- Fill in the questionnaire about pilot Project
- Share the comments on the pilot Project
- Help to make diagnosis of tourism in Dubrovnik
- Involve in Dropbox discussion
- Agree on the next meeting:
  - 1st in April 2017
  - 2nd in June 2017
  - 3rd in September 2017
  - 4th in November 2017
  - 2018.....

## THANK YOU FOR ATTENDING 1ST LIVING LAB IN DUBROVNIK!

NATAŠA&NIKŠA, APRIL 2017,  
DUBROVNIK

### PROJECTS – PEOPLE FLOWS IN IMPLEMENTATION

#### PEOPLE COUNTER

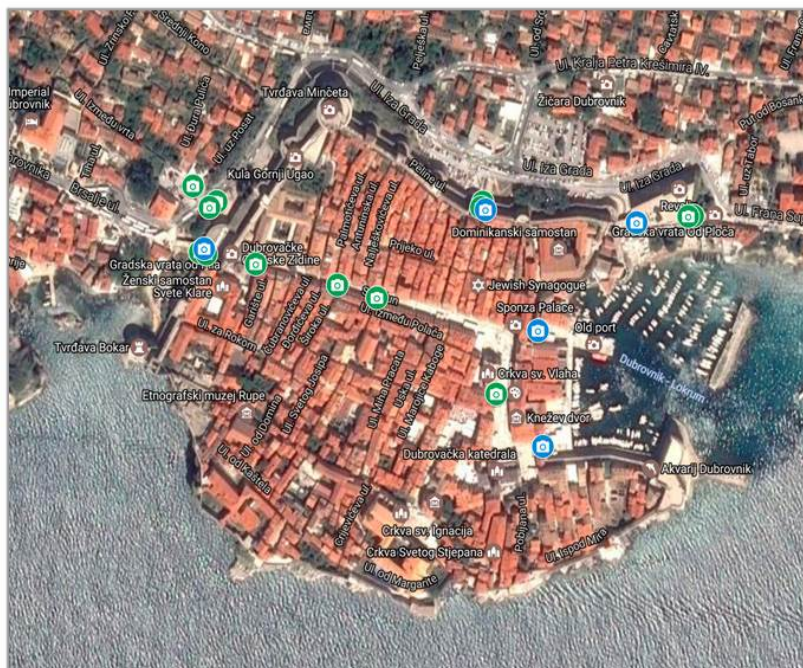
5 people counting  
cameras in historic  
core + 120 on  
intersections

#### TELEOPERATOR MOBILE DATA

3 weeks of data  
from cell towers

#### SMART CITY MOBILE APPS

users geolocation,  
heatmapping, crowd  
managment





## PROJECTS – PEOPLE FLOWS IN IMPLEMENTATION

### SMART CITY MOBILE APPLICATIONS

Get exact GPS location data about people using your smart city apps (Smart Parking, Dubrovnik Eye, Dubrovnik Card...)

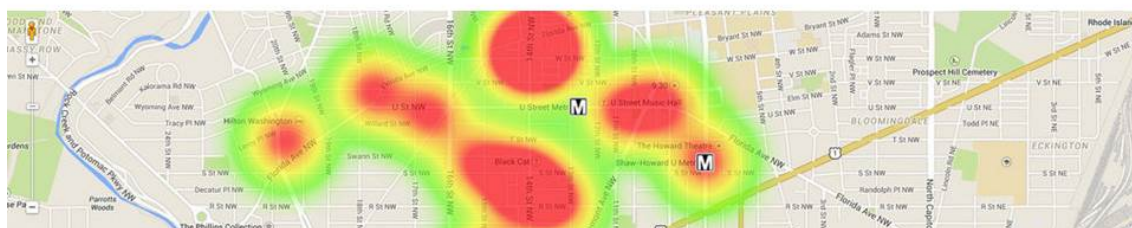


### PEOPLE COUNTING CAMERAS

Count the total number of people in the city using cameras or other methods



**Generate heatmaps (people density) by combining GPS location data with total number of people in the city**



### 3.1.4.- Minutes.

The first meeting of Living Lab Dubrovnik was held on premises of City of Dubrovnik Development Agency DURA, April 3rd 2017. The meeting was led by Nataša Mirić-professional associate and project manager of Alter Eco, and Nikša Vlahušić-professional Associate and Alter Eco project expert.

10 members of Living lab were present (out of 16), while others excused themselves and were briefed afterwards.

The meeting started with the introduction of the project itself-the main objective and general outputs.

After the participants were introduced with the project, Nataša Mirić explained the Living lab concept and what is anticipated of Dubrovnik working group. The participants were briefed with their tasks and expectations.

The meeting continued with the introduction of the first and most important scenario-pilot project City of Dubrovnik will implement through Alter Eco project, which was presented by Nikša Vlahušić. Nikša thoroughly explained what are the intentions of perceived pilot project, its main outputs and plans, and his presentation was followed by numerous questions from the participants. The questions were based mostly on the details of the equipment which will be used, but also the good critics and comments were



given on the implementation of the planned solution, especially by the IT experts.

For the first meeting, all the suggestions were given verbally, while it was arranged that for the future meetings, Living lab participants will share their ideas and thoughts directly via cloud platform (on the project level).

Another meeting was set for June 2017, during which the participants will go in the 'real life' environment to experience the future pilot project actions and expectations. In this way, participants will be the first people to experience the impacts of the project itself, which will provide them with the best insight and basis to make judgements and share them to the cloud platform.

In the meantime, DURA team will ask the participants to give the 'diagnosis' for the tourism sector in Dubrovnik through the tailor-made questionnaire, in order to analyze and carry out the best possible framework for the recommendations of the improvement of City tourism within Alter Eco project concept.

### **3.2.- Comunidad Valenciana Region: Valencian Institute of Building Foundation (IVE).**

#### *3.2.1.- Stakeholders database.*

##### COMUNIDAD VALENCIANA REGION:

- Agencia Valenciana Del Turismo (Valencian Agency of Tourism)
- INVAT.TUR - Valencian Institute of Tourism Technologies
- CdT network, Centers of Tourism
- FEVALTUR – Federación Empresarial de Alquileres Turísticos de la C. Valenciana (Business Federation of Tourist Rental of Properties of the Valencian Community)
- APARTVAL – Asociación Empresarial de Apartamentos Turísticos de la C. Valenciana (Business Association of Tourist Apartments of The Valencian Community)
- HOSBEC – La Asociación Empresarial Hostelera de Benidorm, Costa Blanca y Comunidad Valenciana (Hotel Business Association of Benidorm, Costa Blanca and Valencian Community)
- Asociación de Casas Rurales de la Comunidad Valenciana (Association of Rural Houses of the Valencian Community)
- Federación de Campings de la Comunidad Valenciana (Federation of Campings of the Valencian Community)
- CONHOSTUR – Confederación de empresarios de Hostelería y Turismo de la C. Valenciana (Confederation of entrepreneurs of Hotel Industry and Tourism of the Valencian Community)
- Confederación de Turismo de interior de la Comunidad Valenciana (Inland Tourism Confederation of the Valencian Community)
- Centro Superior de Hostelería y Turismo (Superior Center of Hotel Industry and Tourism)

- Asociación de Empresarios del Turismo y Comercio de la Comunidad Valenciana (Association of Entrepreneurs of Tourism and Commerce of the Valencian Community)
- Asociación de Guías Oficiales de la Comunidad Valenciana (Association of Official Guides of the Valencian Community)
- FAV – Federación de Asociaciones de la Comunidad Valenciana (Federation of Associations of the Valencian Community)
- AEVAV - Asociación de Agencias de Viajes de Valencia (Association of Travel Agencies of Valencia)
- AGROTUR - Asociación Valenciana de Agroturismo y turismo rural (Valencian Association of Agrotourism and rural tourism)
- Asociación Empresarial de Unión de Agencias de Viajes Emisoras y Receptoras de la C. Valenciana (Business Association of Travel Agencies Transmitters and Receivers of the Valencian Community)
- Asociación de Agencias de Viajes de la C. Valenciana (Business Association of Travel Agencies of the Valencian Community)
- ACNCV - Asociación de Clubs Náuticos de la C. Valenciana (Association of Nautical Clubs of the Valencian Community)
- ACVETA - Asociación de la C. Valenciana Empresas de Turismo Activo (Business Association of Active Tourism Companies)
- COVACO – Confederación de Comerciantes y Autónomos de la Comunidad Valenciana (Confederation of Traders and self-employed workers of the Valencian Community)

#### VALENCIA (province):

- Patronato Provincial de Turismo (Provincial Tourist Board)
- Unión Hotelera (Hotel Union)
- Cámara de Comercio Valencia (Chamber of Commerce Valencia)
- FEHV - Federación Empresarial de Hostelería de Valencia (Business Federation of Hotel Industry of Valencia)
- Asociación provincial de Empresarios de Camping de Valencia (Provincial Association of Entrepreneurs of Camping of Valencia)
- Asociación Empresarial Hotelera provincial de Valencia (Provincial Business Association of Valencia)
- APIT - Asociación Oficial de Guías de Turismo (Official Tourism Guides Association)

#### GANDIA City:

- Operators (companies in the area such as real estate companies): *Inmobiliaria Marblau, inmobiliaria Mare Nostrum, inmobiliaria Ferrairo, inmobiliaria Turmar*
- ALOGA - Association of Rental Companies of Tourist Apartments
- ASEMHTSA - Association of Entrepreneurs of Hotel Industry and Tourism of the Safor
- AEHGS - Hotel Business Association of Gandia and Safor
- Hotels: *la Gastrocasa, Hotel Safari,*
- Gandia Town Hall: Office of the Mayor, Tourism office, City planning department
- Polytechnic University of Valencia – Gandia Campus Site

#### VALENCIA City

- Turismo VLC (Valencia Tourism)
- Ayuntamiento de Valencia/ Comisión Turismo (Valencia Town Hall/ Tourism commission)
- Universidad de Valencia (University of Valencia)
- Universidad Politécnica de Valencia (Polytechnic University of Valencia)
- AVAVEC - Asociación de viviendas de alquiler para estancias cortas de Valencia (Association of rental apartments for short stays in Valencia)
- Colectivos ciudadanos (CAVECOVA, FENT CIUTAT) (civil society)
- Asociación de Comerciantes Jesús-Patraix (Trade Association of Jesús-Patraix)
- ASCOBE - Asociación De Comerciantes y Profesionales ede Benimaclet. (Trade and professionals Association of Benimaclet)

#### 3.2.2.- Calendar.

An approximate calendar with the meetings and activities that will be celebrated throughout the life of the project is as follows:

Meetings	Object	GANDIA	VALENCIA
Initial	Presentation of the problematic (tourism diagnosis) and solutions to be addressed. Offering agents the possibility of collaborating and being able to open new business opportunities.	5th April 2017	
Intermediate	Thematic meetings with different agents. (Only the partners involved will be called).	Tbc	
Closure	Workshop in which the knowledge acquired in the pilot activities of the different countries is disseminated.	Before 31/3/2019	

#### 3.2.3.- First meeting.

The first meeting took place on 5th April 2017 at both levels: Valencia (regional level) and Gandia (local level). There is one first meeting pending at Valencia at local level as the person in charge of the Living Lab was on sick leave at the moment the other two meetings were held.

#### 3.2.4.- Project presentation.

During the first meeting an overall presentation of ALTER ECO project took place in order to set the background for the collaboration.

Living Lab concept was also exposed in order to make stakeholder familiar with the methodology expected.

### 3.2.5.- Working Group.

Only a part of the involved stakeholders attended this first meeting, including representatives of the Regional Government, the mayor of Gandia and some Associated Partners of ALTER ECO project.

During the first meeting, a working session took place in order to find opportunities for collaboration within the framework of the project. The different agents introduce the organizations to which they belonged and explained the possibilities of collaboration that they considered interesting linked to the project.

Therefore, the ones that show their interest in the project will become part of ALTER ECO Comunidad Valenciana Living Lab.

### 3.2.6.- Scenarios.

The scenarios that have been provided to the different stakeholders are ALTER ECO pilot cities, that are, Gandia, Valencia, Venice, Dubrovnik, Genoa, Malaga and Rhodes.

### 3.2.7.- Diagnosis about the tourism sector in their city.

The diagnosis about Valencia City is still pending given that the first meeting has still to take place.

The mayor of Gandia exposed the diagnosis of Gandia that can be summarised as follows:

The prevalent tourism model of Gandia is “the sun and the beach”.

The touristic activity is gathered in July and August mainly, extending its range to June and September with a lower occupation. However, it is seen as a weakness the saturation on the tourism services in the Grau and beach area around the busiest months, exceeding its leisure capacity. Summing up, Gandia replies to a purely holiday destination during the summertime that depends greatly of the national market with clear consequences on the sustainability in a short term.

Gandia is not only a destination for sun and beach. It is history, heritage, culture, gastronomy, commerce and education. It is a City of Science and Innovation; there are universities; it is a friendly city, modern, inclusive and respectful with the environment. Gandia has sea and mountain and it is cradle of classicals such as Ausiàs March, Joanot Martorell and Rois de Corella. It is a Borja's City.

In short, Gandia is a great city to live, but also to make tourism 365 days a year.

The main target group is addressed at families and a handicap is that many hotels are closed outside summer season and the rental

apartments are also empty. Although the figures are not entirely clear, there are about 5,000 apartments. Most of them are old and they many need not only to be refurbished but also adapted to the winter months and improve thermal comfort and accessibility. This way they will constitute an offer that helps in overcoming the seasonality of tourism.

The tourism offer must be unified and a marketing system must be created so that the apartments can participate in tourism from a different perspective: that of quality. The quality is always linked to sustainability. They want to redirect tourism model, but without losing its identity. Gandia will be improved bearing in mind that inhabitants are the ones who spend most of their time in the city. In this sense, all the work will carried out within the project will always take into account citizens; it must be taken into account the city they want, because the citizen must feel identified with the image of their city and feel proud of it.

#### *3.2.8.- Second meeting to discuss above-named diagnosis.*

Thematic meetings will take place in the forthcoming months in order to work in close collaboration with the different stakeholders that show their interest in the project.

#### *3.2.9.- Keep alive the Living Lab.*

As before mentioned, thematic meetings will take place with stakeholders that show their interest.

Another conclusion of the first meeting is that FEPORTS (Associated Partner) is participating in other projects from the same call and thematic TOURISMED and Co-EVOLVE, therefore it is arranged to go deeper in the possibilities of collaboration with ALTER ECO.

The Valencia Port Foundation collaborates in another project of the same call SOMPORT on urban logistics in which a pilot will take place in the city of Valencia. It is agreed to arrange a meeting to coordinate the pilots.

#### *3.2.10.- Mediterranean identity survey.*

During the month of December, the IVE has sent all Living Lab members an email with the latest news about the project and the pilot in our region, as well as inviting them all to complete the Mediterranean identity survey.

### 3.3.- South Aegean Region.

#### 3.3.1.- Metropolitan group.

A/A	STAKEHOLDERS	NAME & SURNAME	E-MAIL	TELEPHONE
1	Regional Vice-Governor of TOURISM - CULTURE & SPORTS	Παπαβασιλείου Μαριέτα	<a href="mailto:m.papavasiliou@pnai.gov.gr">m.papavasiliou@pnai.gov.gr</a>	
2	Regional Vice-Governor of NATURAL RESOURCES - ENVIRONMENT	Φλεβάρης Ιωάννης	<a href="mailto:i.flevaris@pnai.gov.gr">i.flevaris@pnai.gov.gr</a>	
3	Mandated Regional Councillor in Volunteerism & European Programmes	Γιασιράνη Χαρίκλεια	<a href="mailto:h.giasirani@pnai.gov.gr">h.giasirani@pnai.gov.gr</a>	
4	Mandated Regional Councillor in Environmental Issues for the Dodecanese	Διακογεωργίου Κάλλιστος	<a href="mailto:d.kalistos@pnai.gov.gr">d.kalistos@pnai.gov.gr</a>	
5	Tourism Department of the Dodecanese of SAR	Αδαμοπούλου Χρύσα	<a href="mailto:h.adamopoulou@rho.pnai.gov.gr">h.adamopoulou@rho.pnai.gov.gr</a>	
6	Directorate of Environment and Spatial Planning of SAR	Βενέρης Παναγιώτης	<a href="mailto:p.veneris@rho.pnai.gov.gr">p.veneris@rho.pnai.gov.gr</a>	
7	Technical Directorate of SAR	Μαριάς Εμμανουήλ Νίκος Οικονόμου	<a href="mailto:em.marias@rho.pnai.gov.gr">em.marias@rho.pnai.gov.gr</a> <a href="mailto:n.ekonomou@gmail.com">n.ekonomou@gmail.com</a>	
8	Deputy Mayor of Tourism of Rhodes	Χατζηλαζάρου Μαρίτσα	<a href="mailto:marizachatzilazarou@gmail.com">marizachatzilazarou@gmail.com</a>	6948002186
9	Tourism Directorate of the Municipality of Rhodes	Σέρβου Βεατρίκη	<a href="mailto:tourism@rhodes.gr">tourism@rhodes.gr</a> <a href="mailto:vservou@rhodes.gr">vservou@rhodes.gr</a>	2241035240
10	Directorate of Technical Works and Infrastructure of the Municipality of Rhodes	Μπεκιάρης Αλέξανδρος	<a href="mailto:texnikes@rhodes.gr">texnikes@rhodes.gr</a>	2241364-604
11	Directorate of the Environment of the Municipality of Rhodes	ΠΑΝΑΓΑΚΗΣ ΝΙΚΟΛΑΟΣ	<a href="mailto:dperivalontos@rhodes.gr">dperivalontos@rhodes.gr</a>	2241030903, 2241022345
12	Department of Forests of the Dodecanese	ΑΙΚΑΤΕΡΙΝΗ ΜΠΑΛΑΤΣΟΥΚΑ	<a href="mailto:d.dason@gmail.com">d.dason@gmail.com</a>	22410 43687, 43690, 43680
13	Department of Antiquities of the Dodecanese	Μάνια Μιχαηλίδου	<a href="mailto:efadod@culture.gr">efadod@culture.gr</a> <a href="mailto:mmichailidou@culture.gr">mmichailidou@culture.gr</a>	2241365203
14	Development and Progress Agency of the Dodecanese (DETAP)	Τρουλλάκος Γιώργος Τσαμπικακή Μαρία	<a href="mailto:tsamikaki@detap.gr">tsamikaki@detap.gr</a> <a href="mailto:troullakos@detap.gr">troullakos@detap.gr</a>	2241044285/8
15	Technical Chamber, Department of the Dodecanese	Γλυνός Ιωάννης	<a href="mailto:tee_rod@tee.gr">tee_rod@tee.gr</a>	22410 30606
16	Development Agency of the Dodecanese (AN.DO.)	Ζήφος Κώστας	<a href="mailto:ando@ando.gr">ando@ando.gr</a> <a href="mailto:zifos@ando.gr">zifos@ando.gr</a>	2241075323
17	Association of Rhodes Hotel Managers	Ματσίγκος Γιώργος	<a href="mailto:info@rhm.gr">info@rhm.gr</a> <a href="mailto:manager@atrium.gr">manager@atrium.gr</a> <a href="mailto:tina.xanthi@atriumhotels.gr">tina.xanthi@atriumhotels.gr</a>	
18	Greek National Tourism Organisation, Department of Dodecanese	Ξάνθης Αγαπητός	<a href="mailto:axanthi@hol.gr">axanthi@hol.gr</a>	2241044339
19	Rhodes Hoteliers Association	Καμπουράκης Αντώνιος	<a href="mailto:hotels-assoc@rodosisland.gr">hotels-assoc@rodosisland.gr</a>	2241074555 ΧΡΙΣΤΙΝΑ
20	Chamber of Commerce and Industry of the Dodecanese	Πάππου Ιωάννης- ΠΑΠΑΣΤΑΜΑΤΙΟΥ	<a href="mailto:info@ebed.gr">info@ebed.gr</a> <a href="mailto:papadimitris@ebed.gr">papadimitris@ebed.gr</a> <a href="mailto:president@ebed.gr">president@ebed.gr</a>	2241044208, 2241044205
21	Union of Travel Agents - Tourist Offices of Rhodes	Κατσιβας Κώστας	<a href="mailto:info@experiencetravel.gr">info@experiencetravel.gr</a>	6944542459
22	Dodecanese Federation of Tourist Accommodations	Τοκούζης Παναγιώτης	<a href="mailto:info@oeddd.com">info@oeddd.com</a>	22410-85024 6944636141
23	Medieval Rose Festival	Αχιολά Άννα	<a href="mailto:poessa@gmail.com">poessa@gmail.com</a>	6972 178603 22410 74405
24	Federation of Cultural Associations	Εγγλέζος Παναγιώτης		6945053990
26	Postgraduate Programme "Environmental Education" of the School of Humanities, University of the Aegean	Καραγιώργου Ξένια	<a href="mailto:psempir@rhodes.aegean.gr">psempir@rhodes.aegean.gr</a>	22410-99120 & 99170
27	Club 4X4	Παναγιώτης Ματθαίου		6946025782
28	Association of Phaethon of Archangelos Village	Σταμάτης Ντάκας Ιάκωβος Λεβέντης		6932413102 6932000222
29	Feraklos Association of Malonas Village	Παναγιώτης Μητροβγένης Τάσος Χατζηκώστας		6934431738
30	House of Europe	Καβουκλής Μιχάλης	<a href="mailto:_info@houseofeurope-rhodes.eu">_info@houseofeurope-rhodes.eu</a>	



### 3.3.2.- Presentation of Alter Eco.

Interreg  
Mediterranean  
ALTER ECO

Alternative tourist strategies to enhance the local sustainable development of tourism by promoting Mediterranean identity

Project co-financed by the European Regional Development Fund

MODULE 2: TESTING



Interreg  
Mediterranean  
ALTER ECO

Alternative tourist strategies to enhance the local sustainable development of tourism by promoting Mediterranean identity

Project co-financed by the European Regional Development Fund

MODULE 2: TESTING

Areas of high tourism attraction in coastal cities are reaching their **carrying capacity** limit, with a direct impact not only on the urban environment but on key elements that define the **Mediterranean Identity**.

## WHY?

## WHAT?

Objective: to enhance a **balance** among tourist attraction, as an **economic source of growth**, and the conservation of the **classical Mediterranean city model** as an example of **sustainability**.

Reduce the concentration of human activities in **hotspots** through the diversification of the offer

Reinforcing **Mediterranean identity** of touristic destinations

To enhance the coordination between **public and private stakeholders** to create **new business opportunities**

Testing, in 6 MED cities/regions, used as **LIVING LAB**, existing **methodologies and tools** arisen in previous high impact projects with the aim of reaching **holistic and realistic tourist strategies** at local and regional level that promote **local sustainable development** by preserving/restoring **Mediterranean Identity**.

## HOW?

## SPECIFIC OBJECTIVES

To **reduce the concentration of human activities in hotspots** where carrying capacity is exceeded, through the **diversification of the offer**, considering environmental, cultural and economic impact

Each pilot will implement specific measures to address problems/barriers detected and will evaluate their results in order to use the experience gained to design **realistic tourism strategies** based on methods and tools previously tested.



## SPECIFIC OBJECTIVES

To highlight the value of MED tourist destinations by reinforcing **Mediterranean identity** and visibility and through the promotion of local tradition and common cultural heritage

Every pilot will carry out a **characterization of the existing tourist offer**, evaluating what **role MED identity** plays based on the characterization and value of classical Med city.



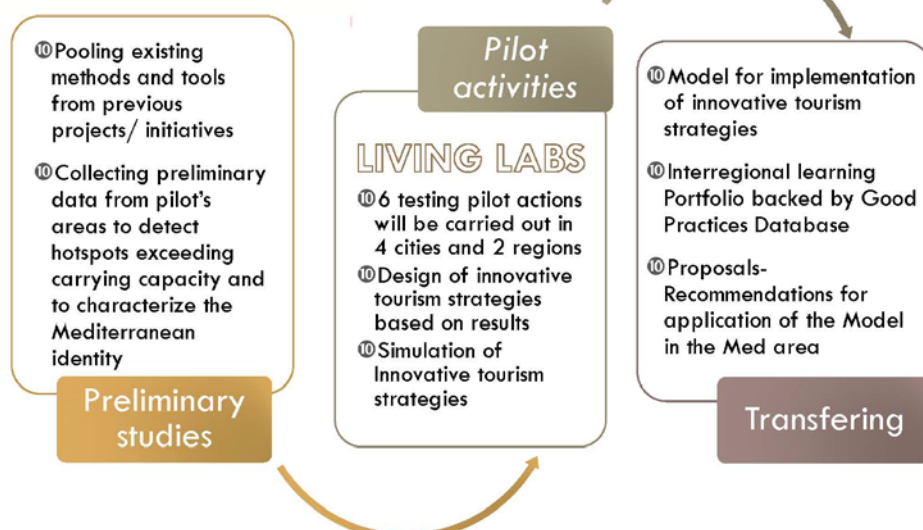


## SPECIFIC OBJECTIVES

To enhance the coordination of actions between public and private stakeholders towards the implementation of the raised strategies in order to create **new business opportunities**

It will be achieved by:

- Identifying **current market trends** for public private partnerships in emerging tourism economies and successful case studies;
- Outlining key characteristics of how **public private partnerships PPP** could facilitate tourism growth and sustainability within emerging tourism economies;
- Distinguishing the **value generation upon of PPP** approach for tourism stakeholders.



# THANK YOU FOR YOUR ATTENTION!

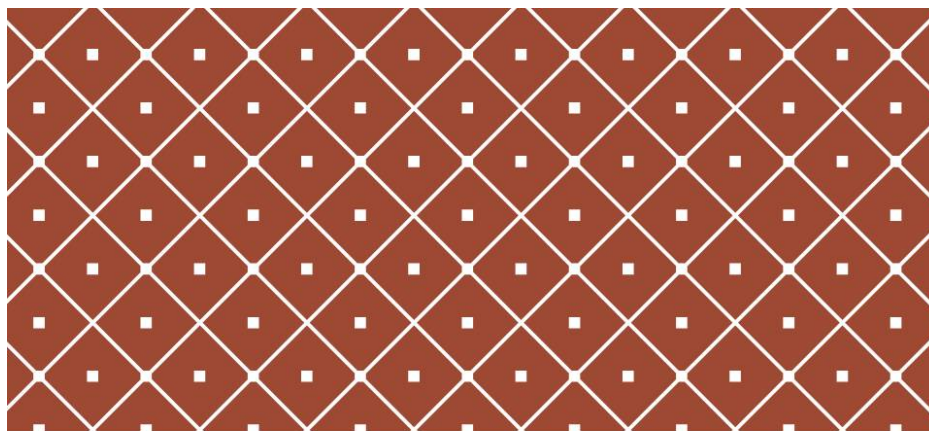
## 3.3.3.- Rhodes living lab.

The stakeholders that will participate in the Living Lab to be organized by the South Aegean Region as project partner will be invited to discuss and give their opinion on the pilot implementation in the island of Rhodes, in order to relieve the main tourist attractions such as the Medieval Town and the village of Lindos.

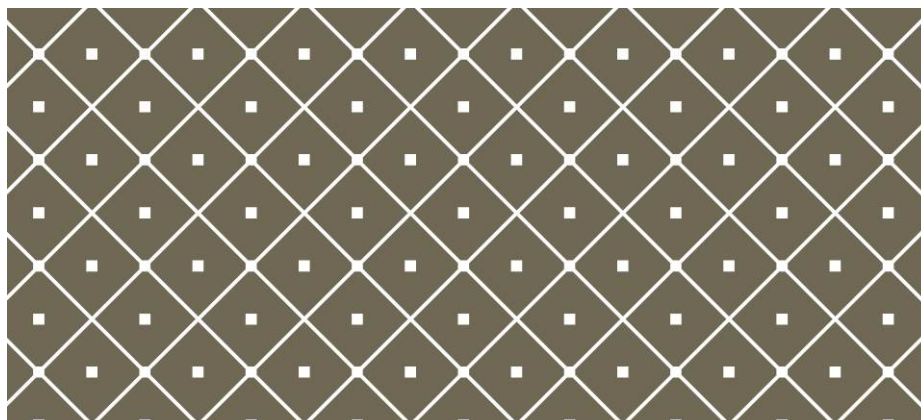
In particular, the Region is planning to create hiking paths and mark them in the area around Gadoura Dam in the southern part of Rhodes, in order for this area to become a center of ecological and hiking tourism.

In addition, and in order for the results of the pilot application to be measurable, there is a plan for the use of specific IT tools, such as the installation of "smart" signals along the paths in combination with a mobile app to count hikers, the installation of special cameras etc.

### 3.3.4.- Scenario proposed.



ALTER ECO LIVING LAB  
RHODES — 8 MAY 2017

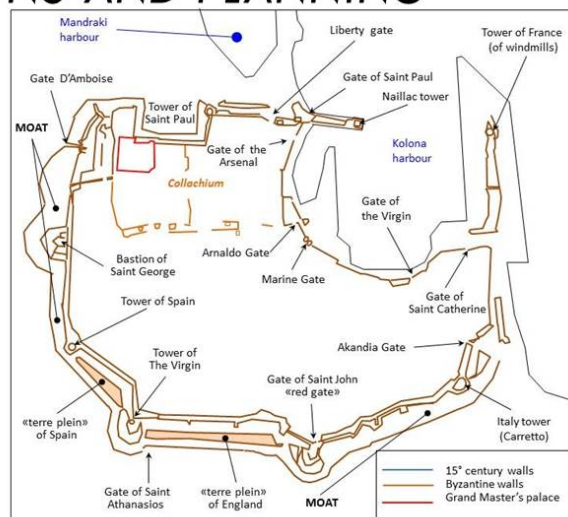


*PLANS FOR SOUTH AEGEAN  
REGION PILOT*

## SOUTH AEGEAN REGION PILOT ACTIONS AND PLANNING

- The **Medieval Town of Rhodes** is the major tourism attraction for the visitors of Rhodes Island.
- The medieval town is part of the UNESCO world heritage site and includes a large number of sites, among them the clock-tower, Socrates Square, the Jewish Square, the old Haman, Suleiman Mosque, Socrates Street, the Street of the Knights and the Palace of the Grand Master of the Knights of Rhodes.
- Due to the high seasonality of Rhodes Island and the high tourism flows during summer months, Rhodes Medieval Town faces many problems regarding the management of the big amount of visitors.

## SOUTH AEGEAN REGION PILOT ACTIONS AND PLANNING



## SOUTH AEGEAN REGION PILOT ACTIONS AND PLANNING

Proposal for the Pilot Action:

- Creation of Alternative Tourist Attractions in the middle of Rhodes Island in order to relieve the pressure in the popular areas (Rhodes Medieval Town, Akropolis of Lindos).
- Mapping (GIS) and signaling hiking paths in areas of the island that are not currently that popular, promoting at the same time eco and hiking tourism.
- Using smart solutions to measure the impact of the pilot actions on the spread of tourism flows throughout the island.

## PLANS FOR SOUTH AEGEAN REGION PILOT

Proposed hiking paths:





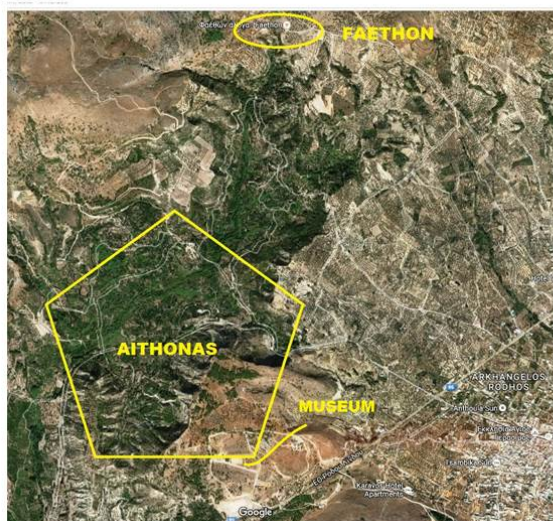
## PLANS FOR SOUTH AEGEAN REGION PILOT

Proposed hiking paths:



## PLANS FOR SOUTH AEGEAN REGION PILOT

Proposed hiking paths:



## PLANS FOR SOUTH AEGEAN REGION PILOT

### Next Steps:

- Finalisation **until the end of the month** of the specific hiking paths that the Region will promote through ALTER ECO, **taking into account your feedback after today's Living Lab meeting.**
- Have the Region's Directorate of Technical Works finalize the technical specifications of the equipment needed for the Pilot Action **by the end of the month.**
- Launch two parallel public calls, one for the Supply and Installation of the equipment and a second for the GIS Mapping, promotion and data collection of the hiking paths **by June 2017.**

### 3.3.5.- Local Press.

<http://www.grafida.net/el/index.php?itemID=17&view=17&pageID=365763>  
<http://www.dimokratiki.gr/09-05-2017/peripatitikos-tourismos-evropaikous-porous-apo-tin-periferia/>  
<https://www.facebook.com/aigaiotv/videos/998398800296826/>

### 3.4.- Ca' Foscari University of Venice.

#### 3.4.1.- Introduction.

This report is the starting point of the establishment process of the Venice-AlterEco Living Lab. According to the guidelines shared within the partnership, the UNIVE partner kicked off a first open-discussion with some key- stakeholders by April 4, 2017, aiming to present the AlterEco project methodology as well as the goals of the Living Labs. The following points indicate the information, results and objectives emerged during this first phase.

### 3.4.1.- Stakeholders Database

<i>Initial phase</i>	
	Reasons
City of Venice	For the development of tourist policies (city level)
Confesercenti Venezia	stakeholders involvement
Unione Comuni Città della Riviera del Brenta	stakeholders involvement
Singole aziende private	stakeholders involvement
<i>running phase</i>	
	Reasons
City of Venice	For the development of tourist policies (city level and metropolotian area)
Regione del Veneto	For the development of tourist policies(metropolitan area, regional level)
Comitato per il Turismo Area Metropolitana di Venezia	Development of policy and stakeholders involvement
Confesercenti Venezia	stakeholders involvement
Confturismo Venezia	stakeholders involvement
Polizia di Stato	Local Policies
Unesco Venice Office	Local policies , stakeholders involvement
Unione Camere Camere di Commercio	stakeholders involvement
Camera di Commercio di Venezia	stakeholders involvement
Unione Comuni Città della Riviera del Brenta	Local policies , takeholders involvement
FAI Associazione	stakeholders involvement
Other	stakeholders involvement

### 3.4.2.- First Meeting and calendar of the meeting and activities.

Meeting	objectives
By 4 April 2017	Involvement of key players of the Venetian tourism development process (Venice and the metropolitan area).
Second ( or 3° ) meeting	2017. During this meeting the integration of AlterEco DSS TEST (focused on the calculation of the optimum level of tourist) with similar initiatives actually performed by other subjects in Venice (focused on methods/tools to calculate the tourist arrivals ) will be examined
3° (or fourth) meeting	2018
Other meetings	2018-2019



### 3.4.3.- *Diverse scenarios.*

After a first introduction of the Alter Eco project and an open-discussion about the objectives and activities of the project, the scenarios emerged seem to converge considering the following address\*:

- 1) Participation in the Living Lab will be planned in order to explore scenarios of “complementarity” between Alter Eco project outputs (and in particular the tools for tourists number management, DSS) and the other initiatives that will be developed by the City of Venice in this field.
- 2) During the diagnosis of the project, both private and public stakeholders will be involved
- 3) The Living Labs will be organized in Venice but also in the metropolitan area
- 4) Realization, by the end of the project, materials for the communication of AlterEco project to be placed along several different points of tourist interest (train stations, airport, museums, parks etc..)

(\*other updates and changes might emerge)

### 3.4.4.- *Inviting stakeholders to share their documents.*

As soon as the online platform is ready, stakeholders will participate in document sharing

### 3.4.5.- *Involvement in the diagnosis.*

- 1) The City of Venice, Union Camere Veneto and other equivalent public bodies will be operatively involved in the diagnosis
- 2) Stakeholders (public and private) will be involved in the DSS testing phase.

### 3.4.6.- *Next steps.*

During May and June 2017, a second meeting will be held to discuss how to proceed with the DSS and the other Alter Eco “alternatives solutions” implementation.

### 3.5.- Municipality of Genoa.

#### 3.5.1.- Local Core Group Meeting.

*18th April 2017: First meeting: Municipality of Genoa (International Affairs, Tourism Offices and Nervi Municipal Museums) and local stakeholders: Welcome Nervi and UGO Cultural Association*

*12th May 2017: Second meeting: Municipality of Genoa (International Affairs, Tourism Offices and Nervi Municipal Museums) Genoa University and local stakeholders: Welcome Nervi and UGO Cultural Association*

*27th June 2017: Third meeting: Municipality of Genoa (International Affairs, Tourism Offices and Nervi Municipal Museums) local stakeholders: Welcome Nervi and UGO Cultural Association*

*5th September 2017: Fourth meeting: Municipality of Genoa (International Affairs and Nervi Municipal Museums) Genoa University and local stakeholders: Welcome Nervi and UGO Cultural Association*

*10th October 2017: Municipality of Genoa (International Affairs, Tourism office and Nervi Municipal Museums) Genoa University and local stakeholder (UGO Cultural Association): illustration and discussion on carrying capacity calculation and on the first draft of selected activities for project testing phase; preparation of Greoux Les Bains meeting's participation.*

#### *Living Lab Meetings*

*22nd May 2017 : Nervi Municipal Museums, Welcome Nervi, and UGO Cultural Association*

##### *Agenda:*

- context analysis: identification of guiding ideas/concept of the area first draft of guidelines*
  - first evaluation of the subjects involved in the Living Lab and of those to involve with the "on call" method*
  - first elements to clarify with the Tourism Office of the Municipality.*
- 25th May 2017: Nervi Municipal Museums, Welcome Nervi, and UGO Cultural Association, Marsano Agricultural School*
- presentation of the activities of the School.*

*26th May 2017: technical meeting Living Lab (Nervi Municipal Museums, Welcome Nervi, and UGO Cultural Association) + Genoa University + Tourism Office of the Municipality*

##### *Agenda:*

- request of clarification on the "product/service" characteristics*
- description of the guidelines + first guidelines+ first hypothesis on the involved areas*
- results from the first meetings with the stakeholders to involve in the Living Lab*
- definition of other stakeholders to involve through the "on call" method.*

9th June 2017: technical meeting Living Lab (Nervi Municipal Museums, Welcome Nervi, and UGO Cultural Association) + Genoa University:

- analysis and revision of the ALTER ECO good practice document
- preparation of the Core Group Meeting of the 27th June 2017 (agenda and issues to discuss).

15th June 2017: Nervi Municipal Museums, Welcome Nervi, and UGO Cultural Association, Marsano Agricultural School, Cultural Association "Storie di Barche":

- first description and information on Alter Eco project.

3rd July 2017: Meeting of Nervi Municipal Museums, Welcome Nervi and UGO Cultural Association, Marsano Agricultural School, Cultural Association "Storie di Barche":

- detailed information of the activities/itineraries to realize.

21st July 2017: Meeting of Nervi Municipal Museums, Welcome Nervi and UGO Cultural Association:

- assessment of the involvement of further local stakeholders.

19th September 2017: Meeting of Nervi Municipal Museums, Welcome Nervi, and UGO Cultural Association, "Solidarietà e Lavoro" Co-operative , Cultural Association "Storie di Barche":

- detailed information of the action "visit tour" of Nervi, Museums and Parks and of the action "Saperi di mare".

25th September 2017: Meeting of Nervi Municipal Museums, Welcome Nervi and UGO Cultural Association, CIV (Street Integrated Committee) "Nervi 2005":

- presentation and sharing of the general project, co-planning of tasting/sensory.

28th September 2017: Meeting of Nervi Municipal Museums, Welcome Nervi and UGO Cultural Association, Hotel Astor, Hotel Esperia:

- development of traversal activities, promotion, marketing

2nd October 2017: Meeting of Nervi Municipal Museums, Welcome Nervi and UGO Cultural Association, CIV (Street Integrated Committee) "Nervi Mare":

- presentation and sharing of the general project, co-planning of tasting/sensory

3rd October 2017: Meeting of Nervi Municipal Museums, Welcome Nervi and UGO Cultural Association and the school of kayak:

- presentation of the general project, co-planning of an outdoor sport initiative "Sporticciolo-kayak between sky and sea".

4th October 2017: Meeting of Nervi Municipal Museums, Welcome Nervi, UGO Cultural Association and Diving Nervi:

- presentation of the general project, co-planning of outdoor sport initiative "Sporticciolo-Discover Scuba diving".

### 3.5.2.- Activities and method of Genoa Living Lab.

The Genoa Living Lab has been created by the Genoa Alter Eco Core Group gathering the Genoa Municipality Museum sector in Nervi and local stakeholders who has been active and working on the promotion of the local territory for many years.

The activity, during the first period of work of the Living Lab (April, May and June 2017) consisted on one side in the analysis of the key elements of the territory ,the opportunities and strengths to promote; on the other in the involvement of the local stakeholders, through the description of Alter Eco aims in general and on the specific objective of Genoa inside the project.

After that, the Living Lab, has worked on a deep analysis of the context, activities and best practices already implemented in the area and on the individuation of the guidelines for the future actions to develop during the testing phase of the project.

In order to make the activity of Stakeholders' involvement and commitment more effective, it has been decided to proceed with a living lab "on call" meetings , that means a targeted involvement of local stakeholders following the sector and topic of every meeting.

These meetings will be followed by a deeper analysis and revision of the pilot project, which is open to other involved stakeholders to share new born details on the development of the actions.

## 3.6.- Malaga City Council.

### 3.6.1.- Stakeholders database.

- Urban Planning Department – Malaga City Council:

Jiménez Ruiz, María Dolores.  
Verdugo Florido, R. Ulises.

- Trade Department - Malaga City Council:

Molina Crespo, Esther.  
Isabel Pascual Villamor.

- Tourism Department - Malaga City Council:

Hernández Rodríguez, Javier.  
Aguilar Sepúlveda, Salvador.  
Fernández de la Cruz, Ricardo.

- Environment Department - Malaga City Council:

Cardador Jiménez, Tatiana.  
Medina-Montoya Hellgren.

- Police Department - Malaga City Council:

Cerezo García Verdugo, José F.

- Urban Environment Observatory - Malaga City Council:

Pedro Marín.  
Nieves Fernández.  
Alfonso Palacios.

- Málagaport:

Manuel Gutiérrez.  
Ana Marín Esteban.

- Ciedes Foundation:

Laura Robles.  
M<sup>a</sup> Carmen García Peña.

- University of Málaga:

Enrique Navarro.  
Antonio Guevara.

- Málaga Catering Sector Association (Mahos):

Jesús Sánchez.  
Concha Martínez.

- Neighbour Association of the Historical City Centre.

Ester Ramirez.  
Oscar Agudo Ruiz.

- Málaga Touristic Apartments Association:

Carlos Pérez-Lanzac.  
Raquel Fernández Barrientos.

- Málaga Hospitality Sector Association (Aehcos):

Luis Callejón Suñe.

### 3.6.2.- First Meeting.

Date: 23/11/2016  
Timetable: 10:00-12:00  
Venue: OMAU

After Pedro Marín made a presentation on the evolution and the current situation of tourism in Malaga, Alfonso Palacios presents the Alter Eco project, after which, each assistant makes their reflection on the matter:

- Antonio Guevara:

Malaga is not saturated, but there is a high concentration of hotel use and all flows are in the same place, so we would create new flows and direct activities to less saturated areas.

The franchises hurt tourism, moreover in the hotel industry because we move to a thematic park, so we have to evaluate to apply them a moratorium.

Promote local hospitality.

Limit the use of premises transfers to limit the invasion of franchises.

Work in the management of flows.

Need to find a balance.

- Nieves Fernández:

Problems with the franchises and the consequent loss of identity.

Concern about the aesthetics of the terraces.

Differentiate cruise tourism and the visit to the City.

- Jesús Sánchez:

The increase of the catering sector is due to the demand of the people of Málaga.

We are entering anarchy and the beginning of a death by success.

The centre needs an infrastructure of primary services (supermarkets, etc.).

The franchises are given by the real estate speculation of the premises and their high prices.

Obsolete and unrealistic regulation (we could not assume the current tourists) that foments the bad exploitation plans. We need a broader and stricter compliance.

Focus the project Alter Eco on reality.

Limiting the hotel sector happens because the innkeeper feels the promotion (grants, tax reduction, etc) of the City Council to expand the tourist area outside the historical City centre.

The gap has come from the last four or five years, before it was doing well.

- Enrique Navarro:

Tourism is changing a lot and it will continue to do so, so we have to adapt to it.

The methods and tools of work and the regulations are very important (better soft with recommendations and bonuses than hard).

There are tools to know the tourist flows like those that exist for the traffic, which the obtaining of direct data (visitors of museums, etc.) can lead us to feed an interactive picture of management.

Concrete measures such as appropriate tourist information protocols should be implemented with real-time feedback or redistribution of events.

- Luis Medina-Montoya:

Málaga is a pioneer in the study of leisure noise. With this information City Council will declare areas as acoustically saturated and it make the proposal of zonal plans, which will be based on the reduction of opening hours and moratoriums of establishments of attraction of public.

Complement the information we have with the price of the rentals and their evaluation.

Need for real time data collection tool such as the number of mobile phones in each zone.

Access problem of cruise passengers to the centre: unique and very poor visually.

- Laura Robles:

Seek balance with planning tools.

- Oscar Agudo:

We should not focus on finding jobs, even at the expense of breaching the rules: not everything goes.

Better licensing control, which has fallen since the implementation of the new regulation.

The City Council does not intend to achieve a proper balance, as for example does with the Christmas lighting of Larios St.

Need to redistribute events.

Reflect if we want quality or quantity of tourism.

Accessibility problems.

- Dolores Giménez:

What city do we want?

Make tourism an ally.

Do not threaten residential use.

Long-term investments that benefit the resident.

Promotion of traditional trade.

New itineraries for the tourist who are

- Ana Marín:

450,000 cruise passengers are anticipated, of which 100,000 are starting or ending here their trips.

Need to break seasonality.

They are on similar projects.

Citizen rejection to cruise tourism.

The shipping companies are happy with Malaga.

The cruises are increasing their stay.

The cruiser is a prescriber even if it is short time.

The shipping companies are interested in taking the tourist the farther the better, since this way the price of the excursions is greater.

The tourist here seeks authenticity and cannot be missed.

- Esther Ramirez:

Failure to comply with the regulations, which neighbours demand, since the City has not controlled it, being the terraces an example of this.  
They do not know the new regulation of terraces.  
It is creating a confrontation between innkeepers and neighbours.  
Problems for residents by pedestrianization.  
Parking problems.  
Confidentiality of the working group and compliance with what is agreed.  
The neighbour perceives that the City Council sees it as a threat and a hindrance to its plans.  
Lack of equipment.  
Licenses without verification.  
Failure plans are not met.

- Ulises Verdugo:

The touristic problem can be of education.  
Tourism is a universal and structural situation.  
Need for integration.  
Cheap flights give us new weekend residents.

Finally, Pedro Marin makes the following conclusions:

- Next meeting after Christmas.  
- The City will make some questions to the group about the Malaga tourism scenario, which we will send by mail in ten days to the group to make their comments.

### 3.6.3.- Scenario.

- Tourist flows in Málaga:

In 2016, Málaga received 3,950,562 international tourists, which approximates a 10,7% increase in tourists' arrivals since 2014 and increases the ratio of tourists to residents to 6,95. Málaga city is the centre of an important communications hub, so tourists get there by air, road and sea. Regarding tourists' arrivals by type of transport, 44,3% came with private car, 38,7% with airplane, 6,8% with train, 2,6% with ships and 7,6% with other means. In the same year domestic visitors reached 3,642,027. Tourists' flows over the past three years are shown in the next Table:

	2014	2015	2016
Tourists	1,568,000	1,722,000	1,806,030
Day tourists	1,960,000	2,023,000	2,143,970
Total	3,528,000	3,745,000	3,950,562

Málaga has 73 hotels of all stars which account for 8562 beds in total. Regarding other types of accommodation, there are 121 apartments, 73



hostels, 17 villas and 1 campsite. There are approximately 1,400 restaurants and 140 bars.

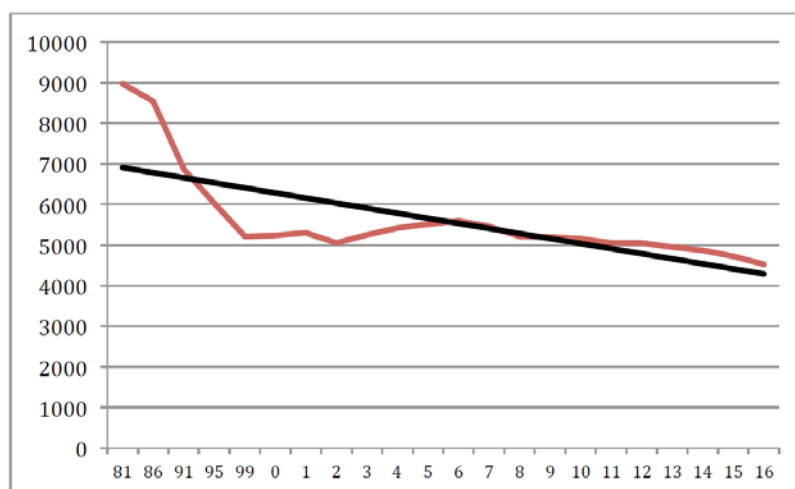
	1*	2*	3*	4*	5*
Number of hotels	6	19	23	23	2

The average length of stay is almost 6 days (5,93) whereas the daily average tourist expenditure is almost 48€ per person. 15% of Málaga's residents are employed in the tourism sector.

- Modifications of Málaga city centre's morphological structure:

Tourism is responsible for the modifications of morphological structure of the historical centre of Málaga over the years. Since 1981, local residents have moved away from the city centre due to tourism activities. The loss of population is not homogenous over the city centre, although it is greater in places where the tourism pressure is greater, e.g. in places with high concentration of tourism amenities (restaurants, bars, hotels, public spaces, etc.) and places that exceed permitted noise levels.

In the next table it can see the population loss of local city centre's residents since 1981 till 2016 (red line).



## Hoteles/Hotels

Evolución 2000-2015 en el número de plazas hoteleras:

Evolution of the hotel rooms number 2000-2015

años/years	2.000	2.001	2.002	2.003	2.004	2.005	2.006	2.007
Plazas Hoteleras Hotel Rooms	4.212	4.520	4.545	4.674	6.240	6.450	6.568	7.536
años/years	2.008	2.009	2.010	2.011	2.012	2.013	2.014	2.015
Plazas Hoteleras Hotel Rooms	8.093	8.491	8.889	9.400	9.930	9.663	9.792	10.412

Evolución 2009 - 2015 en el número de plazas de apartamento ofertadas en Málaga

Evolution of the number of apartments offered in Málaga 2009-2015

2.009	2.010	2.011	2.012	2.013	2.014	2.015
122	122	227	347	604	1.011	2.318



### Evolución 2.001-2.014 en el número de pasajeros de cruceros que transitan por el Puerto de Málaga

#### Evolution of cruise passengers that traveling though the port of Málaga

	2.001	2.002	2.003	2.004	2.005	2.006	2.007
pasajeros passengers	127.689	162.803	200.202	209.149	204.535	223.180	292.567
	2.008	2.009	2.010	2.011	2.012	2.013	2.014
pasajeros passengers	352.993	487.955	659.138	638.845	651.517	397.098	407.870



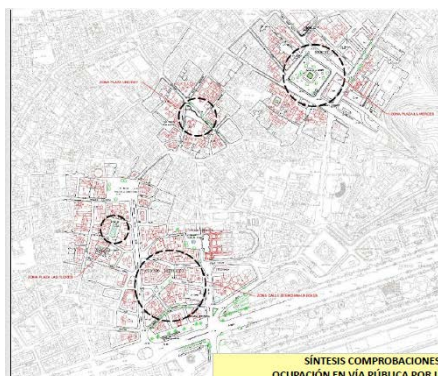
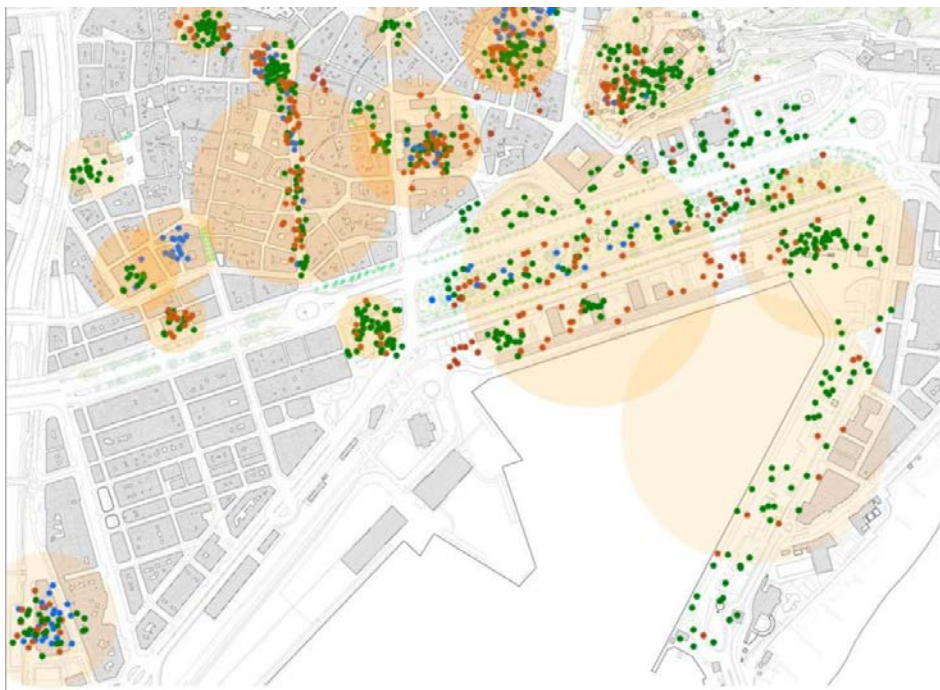
### Estimación del número de visitantes en Málaga en los últimos años

#### Estimation of the number of visitors in Málaga in the last years

	2003	2009	2010	2011	2.012	2014	2015
Turistas/Tourist		1.330.336	1.530.345	1.584.783	1.588.933	1.568.000	1.722.000
Excursionistas/Hikers		1.659.033	1.897.066	1.839.622	1.758.736	1.960.000	2.023.000
Total	700.000	2.989.369	3.427.411	3.424.405	3.347.669	3.528.000	3.745.000

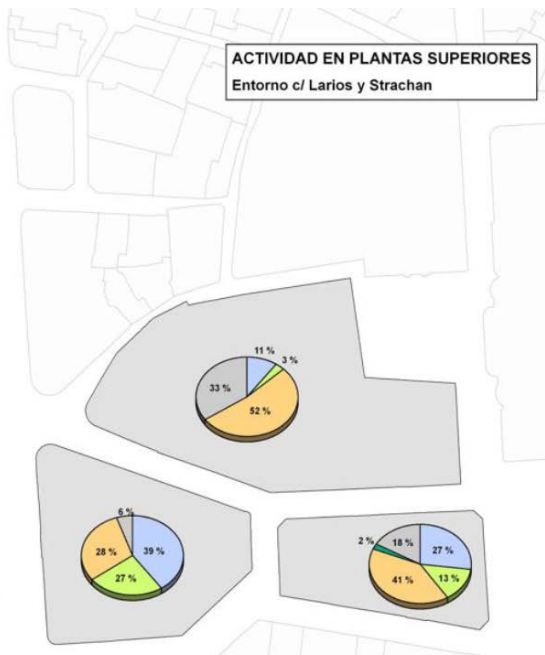
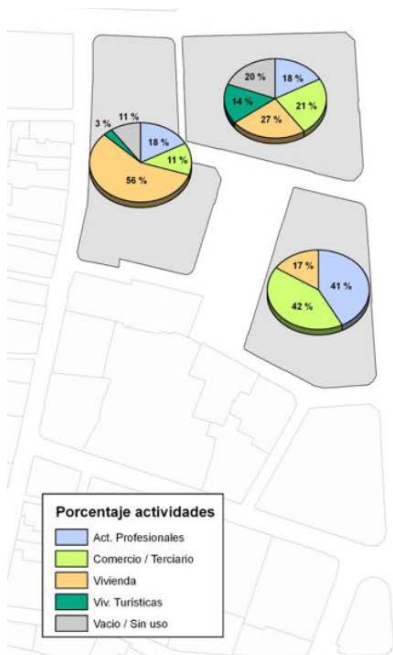
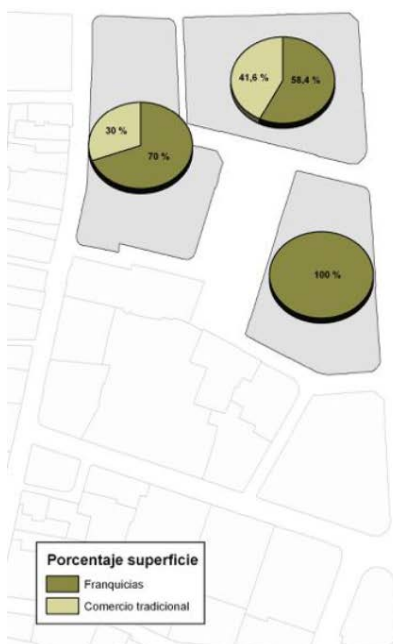




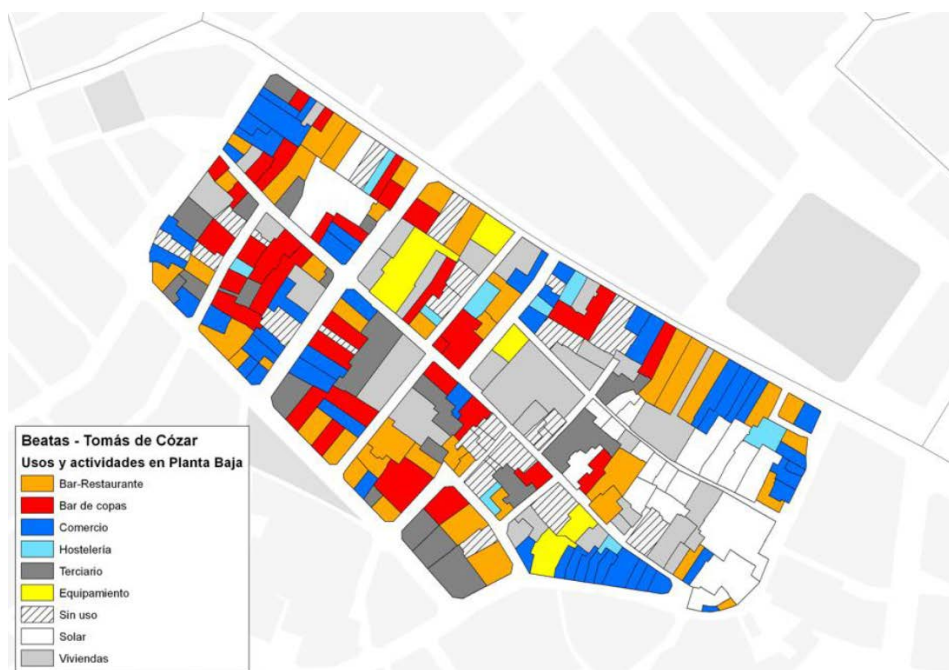
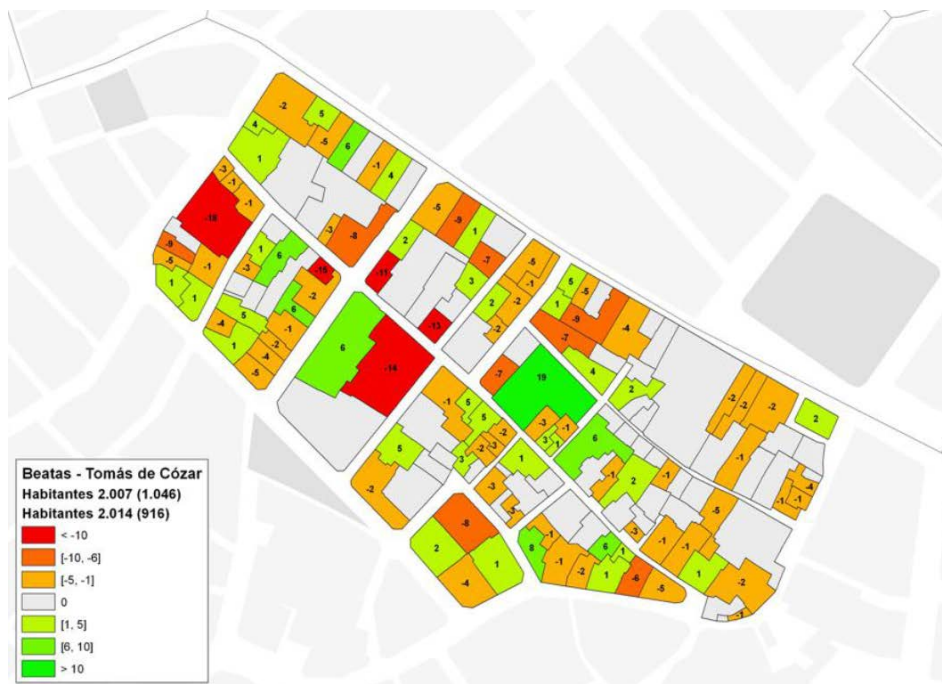


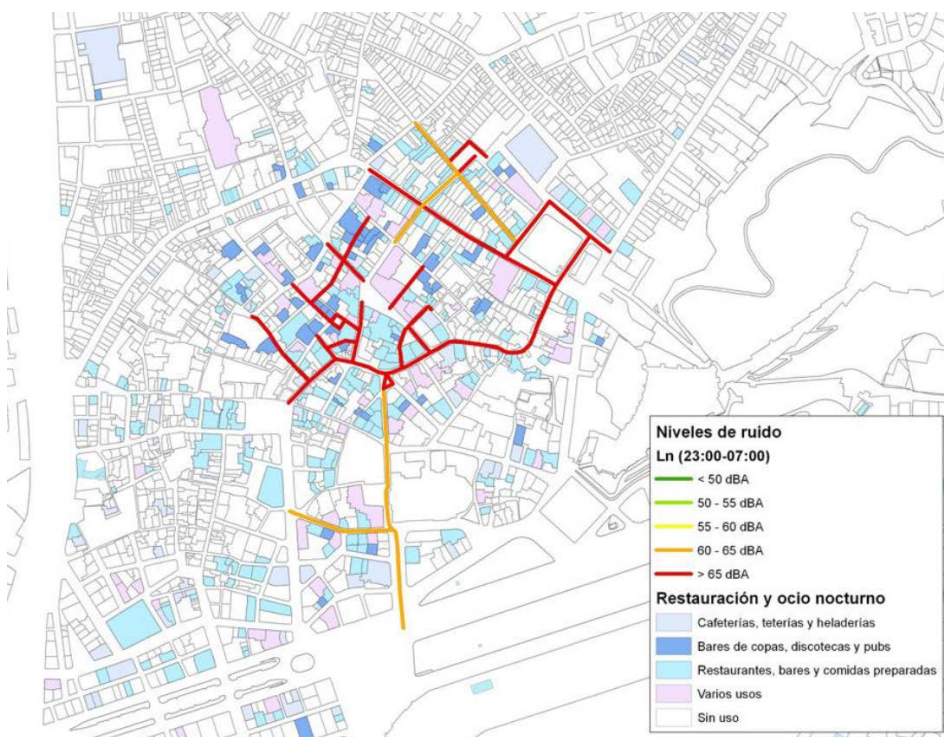
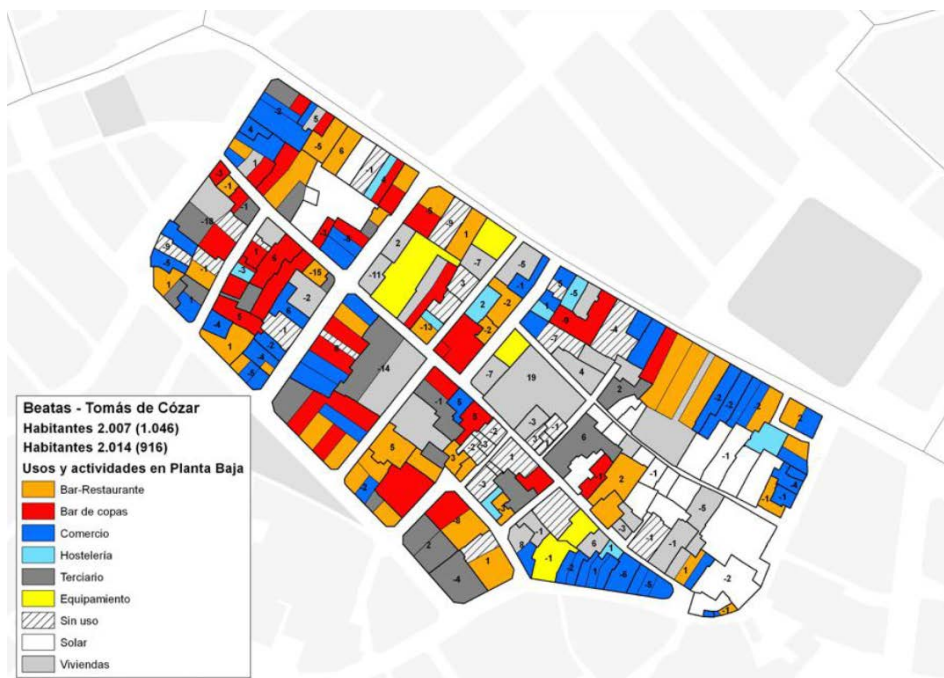
SÍNTESIS COMPROBACIONES DE LA OCUPACIÓN EN VÍA PÚBLICA POR LAS TERRAZAS						
Concepto	Cumpli miento	Stra chan	Pla za	Pla za	Pla za	Tot al
Delimitación lateral < 1,5 metros	Si cumple	44 %	60 %	100 %	100 %	71 %
	No cumple	56 %	40 %	0 %	0 %	29 %
Delimitación lateral sin publicidad	Si cumple	88 %	80 %	100 %	100 %	92 %
	No cumple	12 %	20 %	0 %	0 %	8 %
Pizarra de menús en zona autorizada	Si cumple	63 %	60 %	57 %	30 %	53 %
	No cumple	37 %	40 %	43 %	70 %	47 %
Respeto paso mínimo peatonal (cumplimiento superficie autorizada)	Si cumple	44 %	0 %	14 %	80 %	42 %
	No cumple	56 %	100 %	86 %	20 %	58 %
Ocupación en línea de fachada	Si cumple	63 %	No pro	No pro	90 %	73 %
	No cumple	37 %	No pro	No pro	10 %	27 %
Cumplimiento de todos los condicionados	Si cumple	6 %	0 %	0 %	20 %	8 %
	No cumple	94 %	100 %	100 %	80 %	92 %

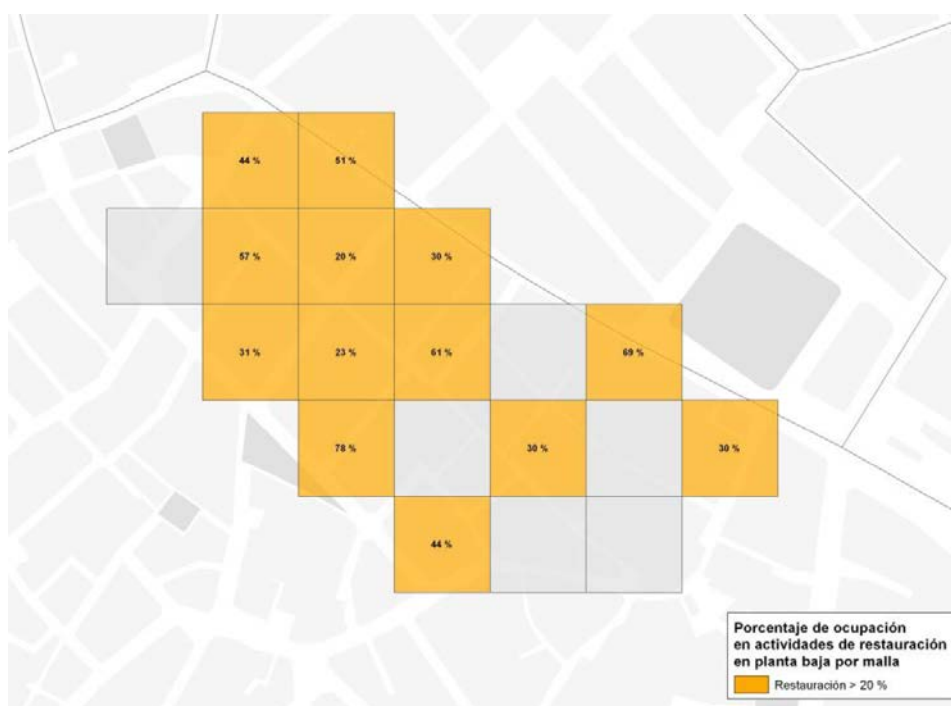
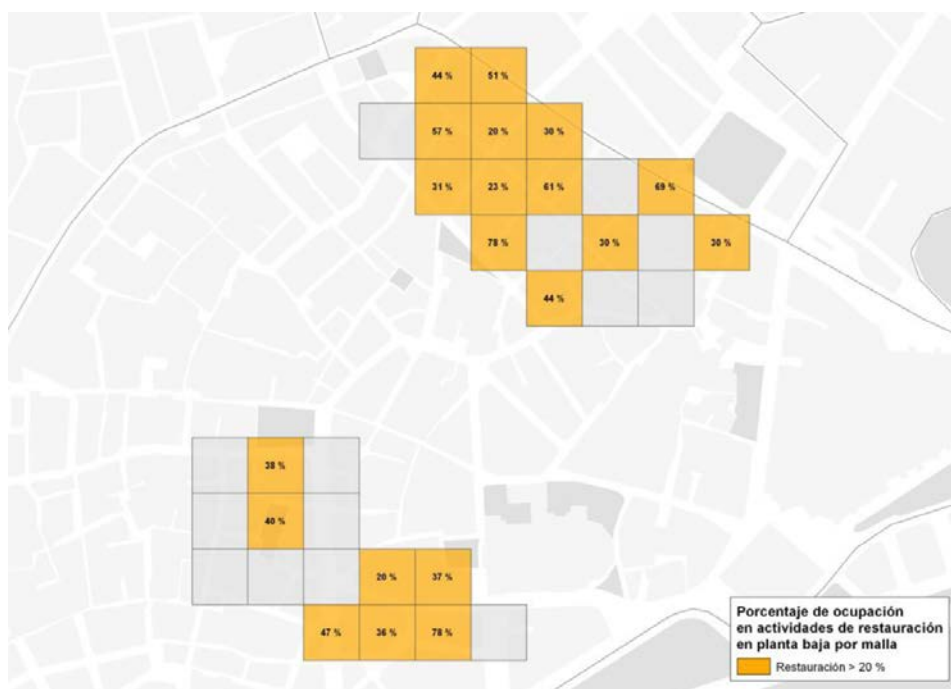


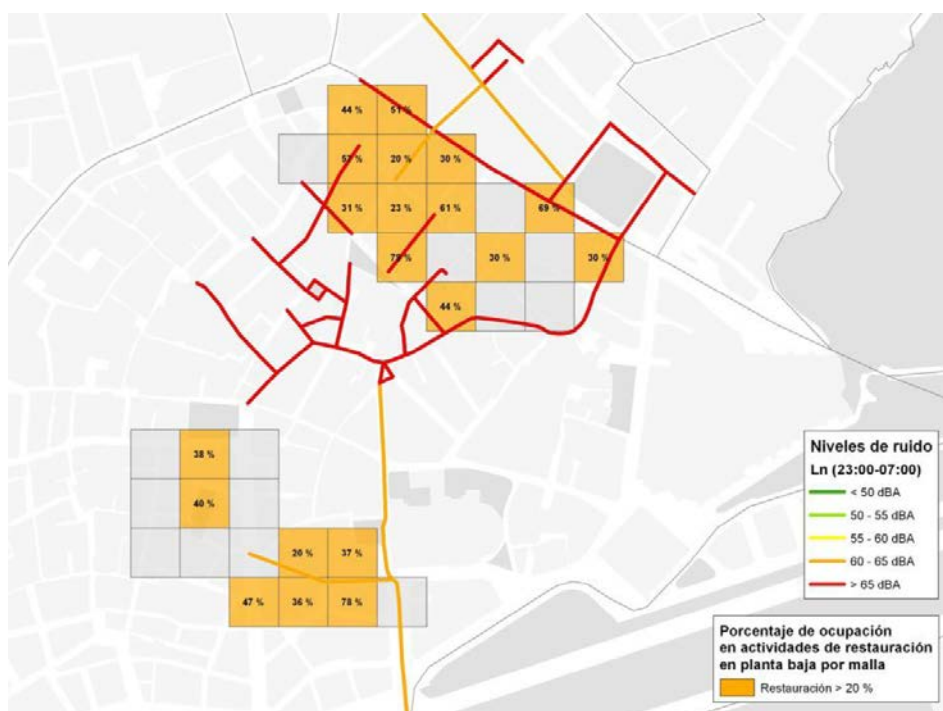
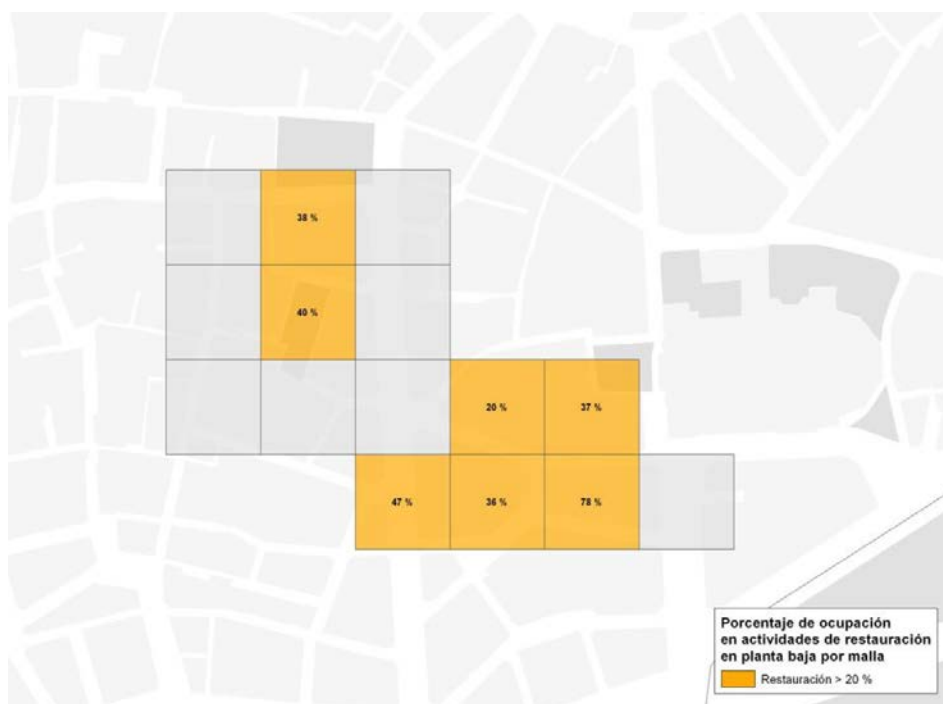




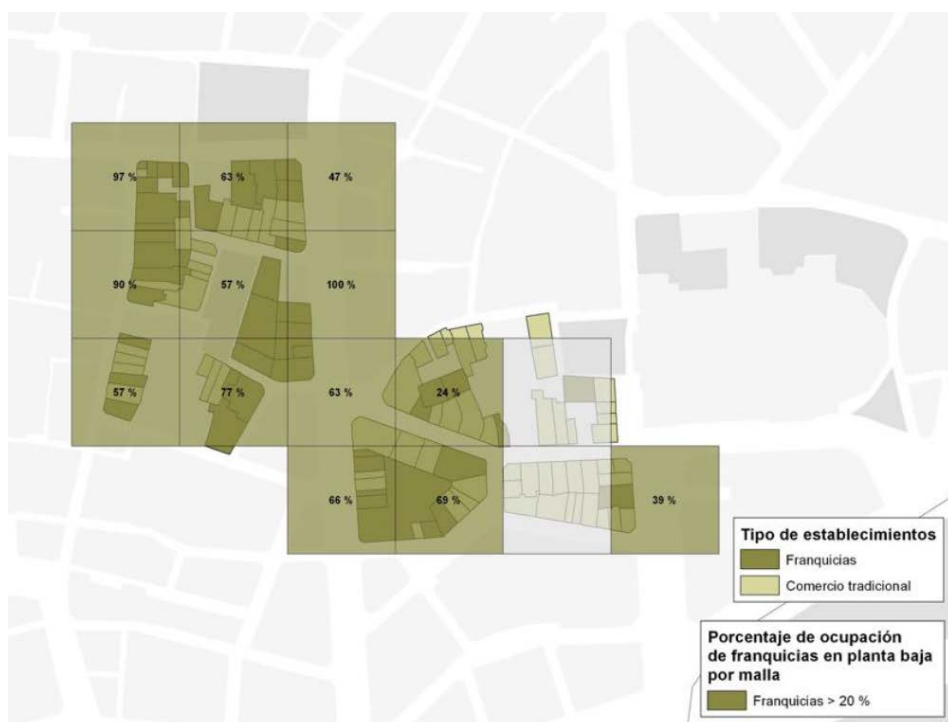
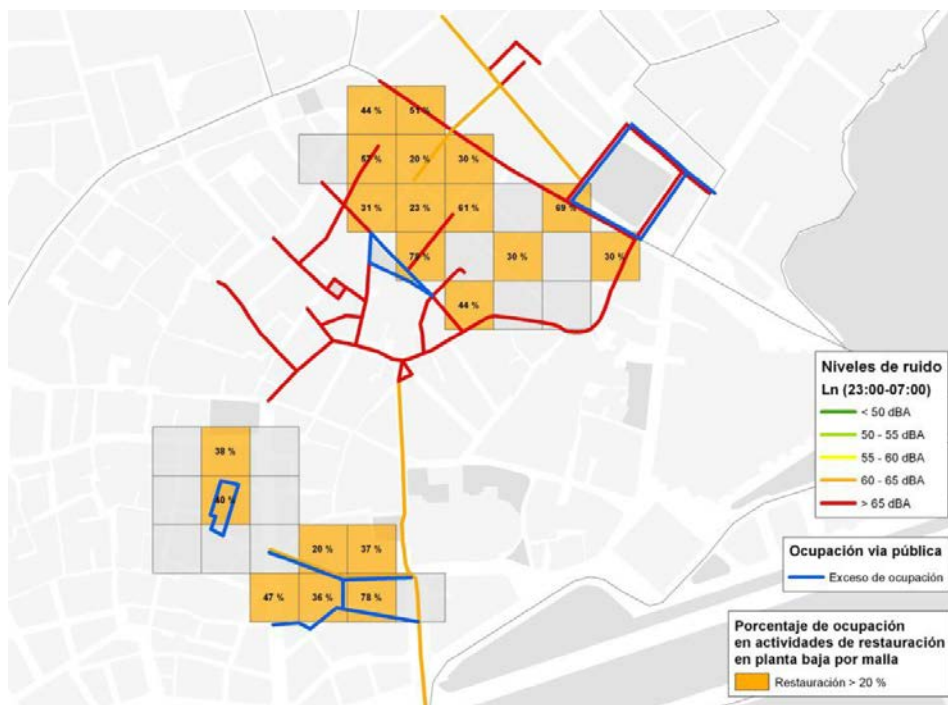




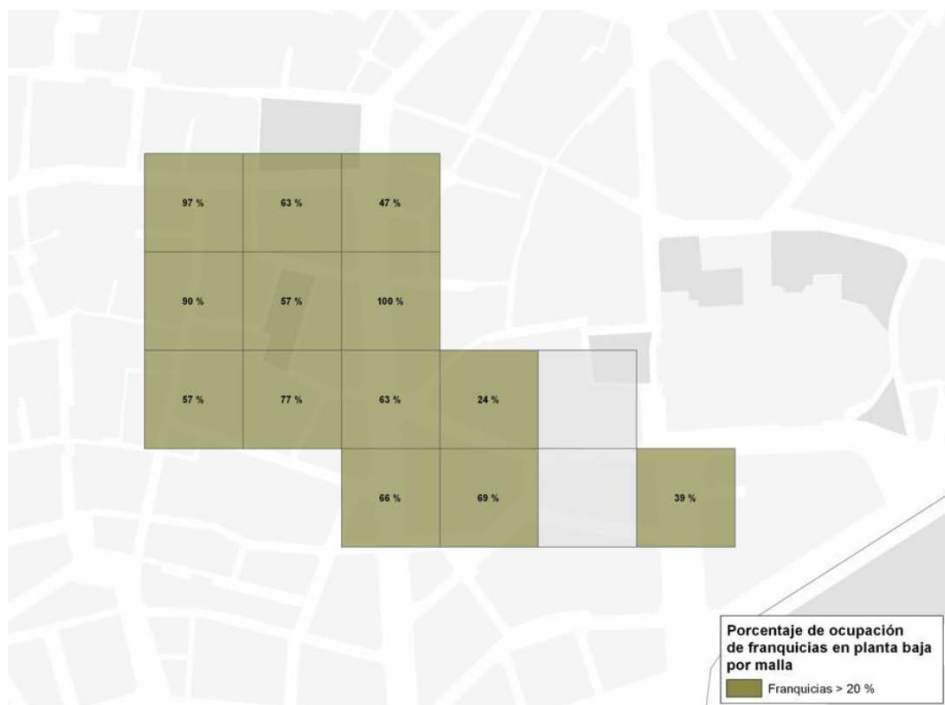












#### 3.6.4.- Alter Eco Conference.

Date: 27/04/2017

Timetable: 12:00-14:00

Venue: OMAU

Albert Rivas, Director of the Strategic Tourism Department of the Barcelona City Council made a lecture about the state of the tourism in his City. Pedro Marín did the same with the Málaga situation.

The members of the Metropolitan Group assisted to the conference and they participated in the following debate.

#### 3.6.5.- Second Meeting.

Date: 18/09/2017

Timetable: 12:00-14:00

Venue: OMAU

Alfonso Palacios presents the objectives of the European project and the work carried out in relation to the work schedule that we have agreed with the project partners.

Pedro Marín Cots makes a presentation, which he considers to be repetitive, since over the last few years several commissions have been set up to try to resolve the problems of the Historic Centre, in parallel with the proposals made in the Urban Agenda and other complementary documents that can be found on the OMAU website, without any practical results having been achieved.

During the debate, these were the main contributions:

- Antonio Aranda (Aehcos) pointed out the difference in the concepts of apartments and holiday homes. The latter have a tax system differentiated from hotel accommodation. For example, the IBI tax rate is 0.47 in tourist accommodation compared to 0.65 in hotel accommodation. Similarly on the garbage tax there are also tax differences. During 2016, employment in hotel accommodations grew by 7%.
- Carlos Pérez Lanzac (AVVA), points out that tourist housing is a new type of housing accommodation which is in line with the changing of accommodation habits that is taking place in recent years, and that is also a source of income for the of wealth and job creation. It points out that accommodation must be differentiated regulations of those who are not and who distort competition. He considers necessary updated data available on the sector.
- Salvador Aguilar shows that investment in hotels has a long-term effect, unlike holiday homes that have a goal of providing short-term profitability.
- Luis Medina cites the positive characteristics of the dwellings as an example not only its accessibility, but also its usefulness, taking as an example their recent summer vacation, where in this type of accommodation the prices were significantly inferior and very detailed service. The City Council will approve the Acoustically Saturated Zones Plan in autumn.
- Tatiana Cardador points out that through the data of openness of the business, you can also have information about tourist accommodation.
- Reyes Mateos makes a brief summary of the performances in other cities in order to redress the balance of urban tourism in relation to the resident population.
- María Dolores Jiménez points out that the Urbanism management is working on a project to improve the quality of life of the city. Considers that the system of uses of the PGOU and PEPRI are outdated, and hopes that the proposal for initial approval of the renewal of the PEPRI resolve part of this problem.
- José María Jaime considers that from the fiscal and tax point of view it is very important and difficult to differentiate tourist accommodation from other dwellings. He considers necessary to improve the knowledge of the data on this type of housing, as well as a possible renewal of Community and State legislation.
- Enrique Navarro points out that the tourism sector is changing very rapidly and that the rules that we may now be discussing may become obsolete in the year that comes. The current forms of urban tourism management are constantly changing. The immediate actions are needed to avoid irreversible damage. Or limit the tourist affluence or it is redistributed in other areas of the city. It is important ask the question: What kind of tourism do we want?

What are our objectives? But once we answer these questions we must be consistent with the implementation of the normative instruments we have.

- Antonio Guevara shows his concern about the certain paralysis of the Public Administration in the face of rapid changes in the sector tourist industry. Considers that there are numerous recent studies which offer very good data but unfortunately not used to seek balance.
- Oscar Agudo considers that we have been waiting for many years for the City Council to comply with its own ordinances. They never come true but nothing happens, the neighbours have long been denouncing this situation. When it looks like it's going to pass a new regulation, but it paralyzes its approval. Everything takes time. We are delayed in the proposed changes and we have been meeting for years without consequences. The economic sense of business and services has prevailed over the quality of the products and services offered.
- Jesús Sánchez, also points out that the Administration is very slow. It's been four years waiting for the approval of regulations that limit the mass tourism. It's that in some areas of the Historic Centre, it is not possible to have more restaurants. He considers essential to work without rest until new regulations are agreed before the consequences of the current situation will be irreversible.
- Isabel Pascual points out the need to improve the tourist flow to the Historic Center. Consider that the new ordinance on public space will be available for the month of November.

Open issues to be developed:

- Monitoring of compliance with regulations and new regulations that have been implemented or are being drafted with the areas involved
- Definition and preparation of the Malaga pilot project in Alter Eco
- Activation and development of the UMA-City Council agreement for collaboration with the Faculty of Tourism within Alter Eco.
- The common repository dropbox, which was troubled by a virus, is to be reactivated.

#### **4.- Living labs platform.**

The living labs platform will be include in the web platform of the project and it will be composed of a forum for each pilot where the members of the metropolitan groups will have the possibility of interchange opinions, experiences and data in different topics.

The partner of Alter Eco in each pilot will moderate and energize its forum setting out topics, figures and different scenarios in order to create new solutions and possibilities for a more sustainable tourism.

It will be dispose for each forum different kinds of permissions for the users depend of the needs of them.