The “Urban tourism, heritage and urban quality in Europe” seminar took place at the Hôtel de Rennes Métropole on 26 and 27 March 2009.

The seminar was organised by the French National Conference for Urban Tourism (CNPTU) and the Alliance of European Cultural Cities (AVEC), in partnership with the Rennes Metropolitan District Urban Community and Tourist Information Centre, with technical assistance from Maison de la France and ODIT France (now Atout France) and with the support of the Regional Council of Brittany and the Sub-Directorate for Tourism (General Directorate for Competitiveness, Industry and Services).

Reflecting on the revival of urban tourism through the lens of revival in cities, against a backdrop of hypercompetition in both Europe and the world, involves:

- analysing how significant the challenge of an urban heritage is;
- rethinking what we mean by travel and proximity;
- exploring the idea of urbanity from a dual perspective: an urbanity which is both functional, efficient and profitable, yet also one which moves at a pace for tourists and/or inhabitants to enjoy it;
- and finally, reflecting on what urbanity means outside France, by drawing on the experiences and perspectives of other AVEC network cities.

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1. The CNPTU is a federation of territorial collectivities (cities and/or community structures) and the general secretariat is based at the Rennes Metropolitan District Tourist Information Centre and Conference Bureau. The CNPTU meets 4-5 times per year and works within specialist committees that are responsible for exploring matters which its members consider to be priorities.

2. The AVEC network is a network of European cities and historic territorial collectivities who share a desire to build Europe founded on its different regions and with due respect for different cultures. The members of the network consider tangible and intangible heritage to be vehicles of identity, commonality and sustainable development.
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Introduction

Welcome Address by Jean-Yves Chapuis
Vice-president of the Rennes Metropolitan District Urban Community
and in charge of urban forms
President of the French National Conference for Urban Tourism
Vice-president of the Alliance of European Cultural Cities

I would like to welcome you all and, firstly, to announce a few apologies. Firstly, Daniel Delaveau, Mayor of Rennes and President of the Rennes Metropolitan District, sends his apologies as he is in Paris to attend a meeting with the Prime Minister. Christian Mourisard, Deputy Mayor of Arles in charge of heritage and tourism, and President of AVEC, is unable to attend due to personal reasons and therefore sends his apologies. (Their apologies can be found in the Appendices.)

As an introduction, I would like to focus on this idea: “Tomorrow we will be tourists in our own cities”. I think that we are going to see great changes in the coming years, and this will be a subject that will be discussed at the round table and the lectures given during this seminar.

Local tourism does not mean that we will not travel any more, but that we will travel differently. It is in this way that intangible tourism will develop and that ideas and concepts will be encountered and passed from person to person.

We experienced this recently during the Libération forum which was held in Rennes between 20 and 22 March 2009. Fifty debates took place and two of these were particularly noteworthy: Alexandre Adler, a philosopher and USSR specialist, and Bernard Guetta, a journalist with Le Monde, discussed the changes that Russia has undergone, while Hubert Vedrine, former French Minister for Foreign Affairs in the Jospin government, and Bruno Le Maire, Secretary of State for European Affairs, discussed relations between the USA and Europe. We travelled across the whole world in these two debates and, because of the specialised knowledge of the speakers, this included future relations between Europe, the USA and Russia. This intangible tourism which occurs within cities is a kind of local tourism. This forum, which is primarily intended for those of you who live in Rennes and in the Rennes Metropolitan District, but also those of you who come from further afield, is a type of tourism which will develop.

In all cities the areas around the stations will change a great deal because of transport intermodality, which is one of the main projects in Rennes. The TGV network will completely change the intercity transport links. Rennes will soon only be 1½ hours from Paris and just 3½ hours from Strasbourg. Reduced travel times will bring cities closer together, bringing with it a new form of local tourism.

Public transport is changing too. Bus and car designs will change enormously. It is not the case that these modes of transport are disappearing; simply that they are changing.

I would also like to support the idea of “being on holiday at home”. Our understanding of urban tourism, heritage and urban quality is part of a broader approach, in that when we design a new “archipelago town”, a town that combines the countryside and landscape with its urban design, when we say that we must protect the surrounding agriculture, that we must fight against urban sprawl by redensifying city centres, we are responding to changes to our way of life and to our increasing life expectancy. To do this, we need to develop a pleasant environment in the urban agglomeration by harmonising all these different landscapes and building local services. This means that when we have some free time, we will be able to find somewhere to relax in our own cities and suburbs.
The anthropologist Stéphane Juguet will talk about the idea of the ‘City Break’, where short breaks can be taken in our own cities. I cite here three examples which have contributed to making city centres more attractive:

- the quays of the River Garonne in Bordeaux
- the banks of the River Rhône in Lyon
- the Quai des Antilles in Nantes.

Developing these areas has turned them into pleasant, almost holiday-like, environments. Tourism takes over how we live and how we consume.

At a time when cities are becoming metropolises, we must be aware that the cities we live in have grown considerably. Cities are merging with the countryside but also mobility with all possible means. Cities can also provide diversity in the supply of housing that only large areas can offer. Cities are creating new landscapes made up of sites, nature and agriculture, and this blue and green patchwork is part of the new urban landscape. It is up to us to determine what we mean by metropolitan citizenship, our new metropolitan existence.

I will end with a quote from the sociologist Gilles Lipovetsky who said “We have reached an era of emotional consumption”, meaning that today we consume for our own well-being in an attempt to be more free. We must not forget that, on average, we live for 700,000 hours, sleep for 200,000 hours, work for 69,000 hours, and have nearly 350,000 hours for ourselves. This is an extraordinary change. We now live 35 years more than we did just one century ago. And so this changes our way of life and how we live in the cities in which the majority of the global population lives. The concept of urban tourism must therefore expand in line with this understanding of cities.

Finally, I would like to thank Mrs Irvoas-Dantec, Director of the Rennes Metropolitan District Tourist Information Centre and Conference Bureau, and General Secretary of the French National Conference for Urban Tourism, without whom this seminar could not have taken place, as well as her team who have worked exceptionally hard to organise this event. We are all here to help ensure that this event runs smoothly.

Thank you very much for attending this seminar.

Jean-Yves Chapuis
“Heritage and tourism cities in Europe”

Lecture by Rémy Knafou
Professor Emeritus at Paris 1 – Panthéon-Sorbonne.
President of ADRETS (Association for the Development of Research into Tourism).
Project leader of the Camp des Milles Memorial (Aix-en-Provence).

Thank you very much for your kind welcome.

I am going to give a general talk, as both a geographer with a special interest in tourism, and as a photographer who has had the opportunity to visit many different tourist sites in Europe and around the world. The pictures I’m going to use in this lecture will take you on a journey.

In order to talk about heritage and tourism cities in Europe, we need first a brief definition of the word ‘heritage’. One etymological definition of ‘heritage’ is ‘the inheritance from our ancestors’. This relates to the historical dimension of heritage. But heritage lives and breathes, not just because we can restore it and bring it back to life, but also because our societies and cities are in the process of building their own heritage. It’s not just a matter of the heritage of years gone by, but also what our ability to create and design can contribute and add to our cities today.

The quality of a city’s heritage that is used to its full potential is one of the two reasons for the numbers of tourists in cities (the other being the activities on offer in the city, blending in with the urban population and leisure activities, and the opportunities that this provides). The quality of urban heritage is now a significant challenge.

Although tourism can be a pretext for justifying a number of facilities in the city which are primarily for the local population, tourism is increasingly often a way of funding – or justifying the funding of – the restoration of the city’s heritage. In addition, non-tourist heritage is today in great danger, as it is most often already in a state of ruin, or is falling into ruin. So the money from tourism is essential, whether there is tourism or not. Today tourism has an impact on our societies, and so the tourist experience is directly linked to the quality of everyday life in the city.

To draw this introduction to a close, I would like to emphasise one important thing, namely the fact that tourists are also inhabitants of our cities. There are people who live in cities, who are permanent inhabitants, even though they may often leave and are able to travel. And they are joined by populations of visitors who are temporary inhabitants. In our tourism development policies, then, we would be well advised to think of them as inhabitants, in the full sense of the word, even if they are only visiting.
I- What do we mean by heritage and tourism cities?

I will outline three types of heritage and tourism cities, namely metropolises, the so-called ‘touristified’ cities, and other cities.

1- International metropolises

The German researcher Tim Freytag has worked in our laboratory in Paris for one year and has developed a map of urban tourism in Europe (see opposite). He has collected and homogenised the statistics relating to tourist numbers in European cities, using the number of nights tourists stayed in large cities, and then interpreted these statistics in the form of a map and a pyramid. Paris and London appear at the top, followed by Prague, Berlin, Madrid, Amsterdam and Rome.

We are in an arena where competition is extremely intense because there is a network of cities which all or nearly all have significant features of heritage and tourism development strategies which are intended to be dynamic.

The hierarchy of urban tourism in Europe. This hierarchy is important because it can show the big differences in tourist numbers and highlight those cities which are international metropolises. With its 20 million tourists per year, Rome is an example of tourists visiting an ancient heritage, while London, which receives more tourists, is more known for its attractions and innovations, such as the London Eye. London has a heritage which is geared towards the future. A comparison could be made between Paris and London at the beginning of the 19th century, when the English said that London was looking after the future while Paris was looking after the past. This is a good indication of the tone of the competition between these two metropolises.

Tourism in these large cities often takes the form of short breaks (London, particularly travelling by Eurostar, is one such example). Tourists most often explore these large cities on foot, and being photographed in front of one of the main tourist sites is one of the requirements of a visit to these large cities, however short that visit may be.

2- ‘Touristified’ cities

A ‘touristified’ city is a city – or indeed part of a city, usually the centre – which has been completely overtaken by tourism.

The centre of Venice is the archetypal ‘touristified’ city where the city lives almost entirely on tourism. This has certain advantages, such as the resources that come with it, but also some disadvantages. Problems which can occur are those relating to a decreasing population. The population of the centre of Venice is now one-third of what it was 35 years ago, and has instead been replaced by a temporary population. Everyday shops and services are disappearing and are being replaced by businesses and shops aimed at tourists. This is quite a common pattern for places dominated by tourism.

It is the same for the centre of Florence in Italy, Toledo in Spain and Bruges in Belgium, all overtaken by tourists and the services aimed at them. The example of Bruges is interesting since tourism was only developed at the start of the 20th century. This development was relatively late when compared with development in the metropolises, but it meant that the urban economy was restructured at a time when it was in deep crisis. At the start of the 20th century, Bruges was considered to be one of the poorest cities in Belgium but is now considered to be one of the wealthiest.
Another example of a ‘touristified’ city is Rothenburg in Germany. Rothenburg is a medieval, early-Renaissance city which managed quite remarkably to escape unscathed from wars and the urban renovation programmes of the 20th century. Although it was in a period of stagnation until the 19th century, Rothenburg has to date seen significant, even intense, tourist activity, characterised by the numbers of Japanese tourists because the city is on the Japanese tour operator routes. The sites in Rothenburg are well maintained and are particularly unusual in Europe in that all the ramparts, towers and gates have been preserved.

Other examples include the Central European city of Cesky Krumlov (South Bohemia, 170 km from Prague) which has been a UNESCO world heritage site since 1992 and welcomes 1.5 million tourists every year. České Budějovice in the Czech Republic is famous for having the largest square in central Europe.

These cities have been well preserved or well restored and are now very popular tourist destinations, thanks to the development of attractive features and services.

3. Other cities with little or no emphasis on heritage and tourism

There are many heritage cities. Nearly all European cities have a heritage which can be promoted. Some cities, like Beaucaire for example, have quite low tourist numbers in relation to the potential of the place: firstly, because the competition is strong; and secondly, because urban restoration is not progressing at the same rate. This shows that there is a margin of progression in developing tourism and in the competition to come.

II. Process of heritage-based touristification

Heritage is not only the inheritance from our forefathers, as the etymology of the word shows, but can also be the result of things that are created here and now. Urban policies currently in force are also responsible for producing heritage.

1. Tourism-generated restoration and development

The conditions for restoration depend on the discovery of a place: it was only necessary for it to be known that there were quality places crying out to be visited.

One example is Bruges, a place which was in long and slow economic decline after its golden age in the 14th century. The city had shrunk within its ramparts, and the people left and grew poorer. It needed something to regain interest in the place at the end of the 19th century, and the Georges Rodenbach novel called “Bruges-La-Morte” (“The Dead City of Bruges”) was one of the triggers that made people aware of the possibilities the city had to offer. Old medieval cities became fashionable in the 19th century.

We have already mentioned the example of Rothenburg, which was also discovered at the end of the 19th century. This was the time when the first tourists wrote accounts of their travels and also where making the most of the place’s tourist potential began.
2- Rebuilding and reconstruction

Here I use the example of the city of Wroclaw in Breslau, Poland. The city centre was completely destroyed during the Second World War. What is interesting is that the population completely changed: it had been a German city but the people who survived were driven out and replaced by a Polish population. There was a large-scale population transfer and while the population was changing, the city centre that had been destroyed was rebuilt exactly as it had been. The formal and outward appearance of the city had been reconstructed exactly, while the population within the city had completely changed.

The same choice was made for St. Malo. For one week in August 1944, the city was caught in the crossfire of German and American artilleries. The city was almost completely burnt to the ground (80% of the city was destroyed). A decision was taken to reconstruct the city exactly as it had been, which was not the case everywhere in Europe, and this was very important from a tourism point of view. In the same way it was decided to rebuild the Frauenkirche in Dresden, Germany. The Frauenkirche is a baroque church dating from the first half of the 18th century which was part of the centre of Dresden which had been bombarded. Only two of the side walls had survived, but even these eventually collapsed.

The decision to reconstruct buildings and cities exactly as they had been is a political decision of urban planning.

3- Contemporary construction

The third option is to create new buildings in old cities, and this is the case in many cities.

The Pompidou Centre in Paris, for example, was built in 1979 and has welcomed many visitors since it opened. Today nearly 7 million people per year visit the Pompidou Centre. This place is a contrast to old Paris, but it is a space which houses a museum, an exhibition centre and a library, which fits in with its original purpose.

In London, many new facilities have been created by using old buildings in new ways, such as the power station which has been turned into a museum of modern art (Tate Modern). This is one of the traditional ways in which heritage evolves. In Europe there are many examples of industrial heritage which have become tourist heritage.

The Lowry area is a new part of Manchester in Great Britain which offers housing opportunities, recreational activities, new facilities and tourism. It is a new development in a city devastated by the collapse of industry, a complete redevelopment of an area which has been turned into a new business and events district, as well as a tourist centre.

A prime example of building something out of nothing so that it can revive the urban economy is the Guggenheim museum in Bilbao, Spain. It is this museum which has seen the greatest success in the shortest amount of time. Bilbao’s economy was also devastated by the decline of the metallurgy and shipbuilding industries, industries which had made the traditional industrial economies of the Basque country wealthy. The decision was taken in this crisis-hit city to change the urban landscape, to transform it and to look to culture as a new way of driving the urban economy. The Basque autonomous community and the city of Bilbao chose to invest heavily, in particular with the Guggenheim museum. In its first year, 400,000 visitors were expected, but in fact 1.5 million visitors came through the doors. Bilbao now attracts around 1 million visitors per year. This has completely changed the physiognomy and the appeal of the city. Bilbao has become a tourist place. This is an extraordinary example of making a city profitable in a very short space of time, all because of a museum which instantly became famous around the world.
III- Growth and strategies

1- Competition

- Increasing supply in Europe

- A quasi-unique and competitive market: low cost Europe and surrounds
There is competition between European cities, but that competition goes beyond Europe. Low cost flights mean that heritage cities, like those in Morocco for example, are in competition with European cities. Today air travel is relatively cheap, meaning that Marrakech can be linked to Europe. The exoticism of Djemaa el Fnaa, its souks and the quality of its accommodation mean that places in Morocco (mainly Marrakech, but also Essaouira and Fes which are growing, as well as other places), are joining in the competition which sustains heritage cities.

2- Setting standards: Improving quality standards:

   B&B or hotel rooms in renovated areas

This goal of tourism, this urban goal, this quality of public space in tourist places – this is what visitors look for and expect wherever they go. Also, this means that these places must be managed and maintained.

Now we clear up the waste from horses that pull carts, whether this is in Marrakech, Bruges, Vienna or any other city. And the pavements are well-kept and restored. The touristification process has a significant effect on the overall quality of public spaces and contributes to the expectations that tourists now have.

The heritage in Vienna, Austria, is well-maintained while giving a very careful and intricate local colour. This is representative of urban planning just about everywhere in Europe.

There are also some practicalities which must be ensured. In Palma de Mallorca, there is a complicated and practical system of waste pipes connected to compression pipes that remove the waste via the surrounding exit points.

Progress is equally outstanding in terms of tourist accommodation, and the development of bed and breakfast rooms is one of the driving forces of this too. The hotel industry, including luxury hotels, is worried about the competition with the bed and breakfast business. Many family homes have turned into tourist accommodation and this adds to the supply of tourist accommodation, thereby reviving competition and improving quality standards. Bed and breakfast rooms are currently reaching a level of attractiveness which is generally much higher than that of the 4 star hotels, including the 4 star luxury hotels.

3- Complementarities, distinctions and specificities

- Cultivate specificity: each city tries to present itself differently from other cities according to the category it belongs to. Thus Madrid presents itself on the international stage as “the city between the sky and the earth”. A city like Nice has not promoted itself just as a city by the sea for a long time; its publicity now emphasises its urban heritage and sustainable development.

- The role of new hotels as a driving force of the city’s renewed image. Spain has made much use of these, in particular in Madrid where the Puerta America hotel is quite a typical example. Jean Nouvel was given the responsibility of designing the hotel’s façade, and each floor of the hotel was given to a
different and internationally renowned architect or design company to design. As a result, a guest can stay at this hotel many times over and each time stay in a totally different environment. This is one example of these flagship buildings which serve to show how a place can always be in a state of evolution.

- **Market heritage in all its forms, including inherited heritage.** Amsterdam, for example, has specialised in marketing its Golden Age heritage and paintings by Rembrandt and Vermeer. “The Night Watch”, one of Rembrandt’s masterpieces, appears in the Rijksmuseum and also everywhere else, including a huge banner and life-size statues in Rembrandt Square. Details from Vermeer paintings, such as “The Milkmaid”, are also used in publicity material, enlarged on a massive scale on the façade of the national museum. All over the city there are Rembrandt and Vermeer images, showing the way in which they intend to exploit this supply of images for tourism (the city of Rouen has been doing the same with paintings by Claude Monet this year).

- **Be a part of networks where things happen; organise networks of similar cities such as the Alliance of European Cultural Cities.** Exchanging information and experiences is essential to support these kinds of places.

**4- Headlong rush**

- The new order: a city must be fun, festive and sustainable at all costs (a parade in London despite the gloomy weather, for example). The new rule about being festive brings us back to the necessity and difficulty of making cities different from each other.

Today events take place which can attract a thousand people, such as the Love Parade in Berlin. Many metropolises want to have activities and events like this. Paris has also launched a project which is clearly ambitious. The project is called Paris Plage, where the banks of the Seine are turned into beaches. This was initially intended for those who were not going away on holiday but it quickly drew in foreign tourists too. Some even came especially to see the riverside beaches, an idea which has been copied in other European cities.

The growing number of places on the list of UNESCO world heritage sites is going in the same direction. Out of 878 listed sites, the 330 in Europe are essentially the so-called cultural sites. Every year new places are added to the list. It is going to be increasingly difficult to market the image of being a UNESCO site because it does not differentiate between places in the same way anymore, although this does not mean that having UNESCO world heritage status is not something that is not highly sought-after.

- **Strategic differences: an example is stag parties, particularly in Prague.** If you put “Prague stag” into Google, you get 3,740,000 hits. This is a phenomenon which also happens in Budapest, Bratislava and many other cities in Central Europe. So many young British people come to these cities, and low-cost flights make travelling easier for them. The scale of this phenomenon brings difficulties, so this is where some tourism companies want to distinguish themselves from each other. For example, some bars and nightclubs in Prague have “no stag parties” signs because they do not want to attract this type of customer. Prague now has a rather divided image between different realities which do not sit well with each other and correspond to customers with very different profiles: on the one hand there is cultural tourism and on the other hand, there are stag parties. So some tourism places are faced with the necessity and the difficulty of having to rebuild a certain cohesion and, in the first instance, a consistent image.
DISCUSSIONS WITH THE FLOOR

Théodoulitsa Kouloumbri, tourism coordinator, Saint-Denis Plaine Commune District Urban Community

What city and what kind of tourism are we talking about? ‘Touristified’ cities are often sterile, like Marrakech which does not have its characteristic smell any more. Tourism must also involve interaction with the people who live there. How can tourism be made participatory, sustainable and interdependent? How can we take this aspect into account within the framework of this conference?

Rémy Knafou

In answer to your comment about Marrakech, there has been a change in the smells there. Smelling less animal waste means that you can smell the jasmine more.

Going to meet local people, yes, both in theory and in practice. As both an observer and analyst of tourism, I have noticed that the majority of tourists on an international scale do not go to meet other peoples. When I say this, I am not passing a judgement about it; it’s just a statement of fact. Places of mass tourism, whether they are large cities or large tourist resorts, do not provide that interaction with local people, because you don’t see them there.

However, you will meet other tourists. Tourism is a kind of human interaction, a meeting with the ‘other’, but the ‘other’ is not necessarily somebody who is local, which can be a shame. A social life grows around it and the place creates that life. In large metropolises, it’s different because tourism, even when it is very evident, is in the minority, so there is the opportunity to meet local people. But these can be quite fleeting and very superficial encounters. In this context, so-called “participatory” tourism initiatives have started to appear, but they only concern a small part of the total number of tourists. However, they are not inconsiderable because all minority shares are significant and worthy of interest.

Hugues Aubin, Member of the French national forecasting group at DIACT Cyberterritoires, and responsible for ICT at Rennes City Council

Just something to add to the issue of participatory tourism: “couch surfing” – sharing an apartment or providing accommodation for globetrotters is a link which is made from your own sitting room, and not in tourist places. I don’t know if this equates to a small percentage in relation to what is measured as hotel occupancy. It doesn’t appear in these figures, but it must appear in terms of air or road travel because people are travelling.

However, in terms of the numbers of people registered on participatory hospitality exchange sites, you can see that numbers have grown considerably. Is that not the first sign of a trend whereby people will help each other, given the rise in the cost of fuel and of package holidays? Is it not a sign of the greater weight of the participatory initiative?

Rémy Knafou

In actual fact, it’s actually quite low, almost anecdotal, but not completely, in that all these initiatives do exist. They are very popular with people using the internet and come within a framework which gives them a certain weight. What we must not forget, though, is that the majority is non-profit tourism: home exchanges from city to city are being organised increasingly among people who live in cities (it is easier to organise an exchange between New York and Paris than for example between...
places of a smaller size). It is a scheme which predominantly involves non-profit exchanges, which then in turn supply exchanges made for profit. Even though this seems quite low at the moment, it seems clear that this will increase quite sharply and could become quite a big trend. It is the city locations and places with a high international profile which are popular in this system. It will take more time for this system to spread out towards other kinds of places but this is already starting to happen in quite well-known places.

Mario Burgay, Director of the Tourism & Sport Department, Province of Turin, Italy

I share the idea that there is a risk in terms of touristification, in that there is a contrast between touristification and authenticity. Tourist destinations may well be robbed of their individuality. I also think that it is possible to make strategic decisions beyond the scope of mass tourism. Since tourism is an economic phenomenon, you have to take into account what it brings in: a multiplication of the number of tourists by their daily budget. I can try to invert this relationship: fewer tourists who spend more, or lots of tourists who spend less. For new destinations, you could make a choice which blends the quality of the supply with the quality of the demand, and thus look for a target of tourists who could be sympathetic towards the people and the spirit of the country from a cultural point of view. I think this is what tourism is all about.

Rémy Knafou

What you say is the dream, even the fantasy, for many tourist places: to have fewer tourists who bring in more money. There are even places which would like – completely unrealistically – to have the money from tourism without having the tourists!

The idea of having more tourists who bring in more money and who are interested in what makes the place authentic is a strategy used by many tourist places, including places of mass tourism. For example, I was able to analyse that Mallorca has in part succeeded in turning its tourist economy in inland parts of the country towards a high-income elite type of tourism, and so its tourist economy is on two levels: popular and mass tourism on the coast and tourism reserved for more well-off tourists inland, with hotel rooms or guest houses which are now twice as expensive inland as they are on the coast. We are witnessing an inversion of values.

At the same time, this also means that tourism covers nearly the whole of the country, not just the coast. There is room for all kinds of tourism, and the same need for all kinds of tourism. Mass tourism does not only have an economic purpose, but also a social purpose. In the world today there are an increasing number of peoples who want to take holidays and be tourists, because they have a higher spending power. This means that there needs to be more and more mass tourism destinations to meet this new demand. The number of tourists in the world is increasing quite quickly, even though international travel slowed down in 2009. We need places which can accommodate different social demand, since there is an increasingly large variety in the demand for tourist holidays.

Jean-Pierre Nuzillat, Deputy Mayor of Chalon-sur-Saône

Where we are, I am used to saying as a joke, “there is no sea”. We would like to make tourists come, because we know that we have our own heritage and that we too have cultural exception. But I tell myself that we could also win back the people who live in our area and turn them into tourists, because I often think that people who live in an area do not really know their own heritage and even that they struggle to take part in our own culture. So what can we do to win back the people who live in our areas who are after all potential customers?
Rémy Knafou

One way of meeting your expectation also involves tourist numbers. Le Havre is an interesting example because it was a city which was completely destroyed during the Second World War, and was then rebuilt by the architect Auguste Perret. It seems that the people of Le Havre did not like the city’s modern incarnation. The city had been rebuilt in a way which was nothing like what it had been, and this was deeply troubling for the people of Le Havre. For the last twenty years or so, it has been increasingly popular with tourists, even though they have not come in huge numbers. The reconstructed city has been classified as a UNESCO world heritage site, and one of the consequences of this was that more people visited Le Havre and this has meant that the local people have started to look at their heritage in a different way. Similarly, when the first tourists came to the Chamonix valley, the local people wondered why people were coming to see what for them had no real value. So how other people see something is critical when it comes to forming your own opinion of a place.

Jean-Yves Chapuis, Vice-president of the Rennes Metropolitan District Urban Community, President of the French National Conference of Urban Tourism, Vice-president of the Alliance of European Cultural Cities

There are two important elements in this discussion about the city of Le Havre. Firstly, Perret had built his city with lots of green spaces, which was not very well received at the time but which is hugely valuable now. The idea of nature as part of the city is essential today. Secondly, both French and overseas architects created many developments centred around water. Because of this, the modern, even contemporary, city is rediscovered, as our inhabitants are rediscovering nature in their cities. The quays of the River Garonne in Bordeaux, and the banks of the River Rhône and the quays of the River Saône in Lyon, are also examples of this.

Sabrina Laconi, Deputy Mayor of La Rochelle

I have picked out two terms from your talk: heritage and inheritance. These are two very distinct things, but which can go together and which have something to do with our tourism, which is nearly industrial today in our cities. Today tourism should take hold of this idea because, as you said, it has a social role and could also have a conciliatory part to play. For example, the city of La Rochelle was built on slavery and yet, if you go to the city today, very few people mention this period. This reconciliation with our history, between peoples, this acceptance of certain mistakes that have been made all belong to the role of tourism, at least for professionals in the tourism industry, because they can transport a lot of this information and a certain ethic. I think that retelling history must use this information so that it can itself become a little more impartial. I would like to know your opinion on this.

Rémy Knafou

I totally agree with your about the conciliatory role of tourism. It’s true that in tourism, a lot of war metaphors are used, particularly when we talk about invasions of tourists. I have tried to stamp out some vocabulary that my students use, and I tell them that it would be better to use the right words, because words have weight that can affect or hurt people. Using war metaphors means forgetting the specificity of the tourism movement in its history since the 18th century.

What is tourism? It’s the biggest mass movement of populations going peacefully to other populations and in the long term, which is without precedent. Human history is full of invasions in the military and war-like sense of the word. Most of the time, tourism is not like this, even though it is true that,
in the tourist population which represents nearly all the population, there is offensive behaviour. Today there are more than two billion tourists. This is therefore a considerable flow of people. The peaceful aspect of tourism, which allows us to take up the links with the past and to accept it better through the visits of other people, is something important but which is not done naturally. This requires work both by ourselves as individuals and as a society to allow us to understand differently the history of which we are carriers and to communicate it better to others.

**Sabrina Laconi**

This demonstrates the idea that tourism does not allow us to do whatever we like. Training for people in the tourist industry must be more thorough than it is at the moment and often the trivial stories that they tell do not convey the stature of the place and the heritage they are talking about.

**Véronique Rodherer-Theis, President of the Metz Tourist Information Centre**

I would also like to talk about how a city has been traumatised, with the city of Metz. Now that I am in charge of the Metz Tourist Information Centre, I realise that the weight of the past is very heavy and that there is a huge amount of work to do to regenerate the city. For example, when we talk about the TGV East, the cities of Reims, Nancy and Strasbourg are mentioned but not Metz. The population was traumatised by the German annexation between 1870 and 1914. And even though there is an impressive imperial quarter of the city, we are only now starting to talk about it. The city has a bad reputation: people did their national service there, and perhaps because of the weather and because we are not near the sea. But it’s a Roman city that has a cathedral and an extraordinary history. It’s going to have the wonderful Centre Pompidou-Metz too. But the obstacles are difficult to overcome and I would like your advice.

**Rémy Knafou**

Yes, what I’ve noticed when I think about tourism is how long these traumatic events can linger on. The traumatisms linked to history do not go away. Here we are talking about a part of history which is more than a century old and which is still leaving traces, even in the countryside. For example, the architecture of Metz station is wonderful but typical of the German period. The comment I can make is this: what you are saying is already the start of the solution, because identifying the problem and being aware of the consequences is how you can start to solve the problem. It’s from the moment when you accept history that you can carry the memory of it, that you can show others that you are more calm about it and from there you can do more for others to come and visit.
ROUND TABLE:

“NEW TIMES, NEW URBAN TOURISM DESTINATIONS”

With the participation of:

Luc Gwiazdzinski. Geographer, Senior Lecturer at J. Fourier University, PACTE 5194 Joint Research Unit, Grenoble; Co-founder of the Sherpaa agency. President of the POLAU Urban Arts Hub

Hugues Aubin. Member of the French national forecasting group at DIACT Cyberterritoires, and responsible for ICT at Rennes City Council

Stéphane Juguet. Anthropologist from the "What Time Is It?" company

Led by:

Jean-François Crola. Bureau of economic forecasting and evaluation, General Directorate for Competitiveness, Industry and Services, French Ministry for the Economy, Industry and Employment
Good morning, everyone, and welcome to our colleagues from the AVEC network.

During this round table discussion, we are going to discuss "the revival of cities", to explore further what we did this morning. We could also have used the terms "re-enchantment", "rebirth" and "recovery". There are many words we can use to talk about the emergence, on the one hand, of new cities which are competing for tourism (this is European and global tourism hyper-competition) and, on the other hand, within the cities themselves, the increasing number of green spaces that have been recovered, such as the fallow land around harbours, for example. So we are talking about new spaces, but also about new rhythms and new times for tourism.

This revival of urban tourism can act for the benefit of visitors and tourists. The ‘city break’ is part of this revival, but so is local tourism which local people and inhabitants engage in. This kind of tourism develops all the more in times of crisis, as we have now. We could also mention the weight of business tourism: in France business tourism, which also includes a significant amount of heritage tourism, accounts for 30-40% of all overnight stays in hotels.

And then there is a revival of tourism that benefits the inhabitants, who are quite often the first customers of the supply for urban tourism, and particularly people who themselves provide services for tourists, particularly via the internet. What are the challenges for the tourist information centres, the cities, and for the organisation of tourism in those cities?

Other avenues which we may explore are:

- What is the best way of meeting these new and different expectations? How can we reconcile the needs of the people who live in the cities and tourists from outside?

- How can people who live in the city come together and get involved in both their own actions as tourists and also in their welcome of tourists? What does the term “city ambassador” actually involve in practice?

- How can we take into account these changes that have taken place since the start of and in the management of our city heritage?

- How can we draw conclusions from these changes in terms of the combination of the supply, not only relating to heritage and culture, but also including the leisure, entertainment, and even commercial aspects? How can we combine the supply of services for both tourists and inhabitants, to make life easier for them? How can we strike a balance between schedule and supply flexibility?

- How can we manage the new tensions that are caused by these changes? There are tensions between a city which must still be practical, efficient and profitable, and a tourist city which wants to offer an opportunity for tourists to discover the city at a relaxed pace. These two qualities are highly sought-after by both inhabitants and tourists. There are also potential conflicts between experiencing the city for pleasure and experiencing the city as a resident, with initiatives such as the “Time Bureau” and the “4 Thursday Nights” which take place in Rennes.
To explore these issues, there will be three additional lectures:

Luc Gwiazdzinski will present a lecture on “The festive city”. For many years he has been studying the rhythms of the city, particularly those at night. He will look at the continuous revival of the production of urban spaces for tourism purposes which create new times for the city, night times in particular, and also ephemeral moments too. He will also talk about the cultural and festive “beauty pageant” between cities which rejuvenates urban heritage and how it is managed.

Then Stéphane Juguet, an anthropologist of tourist and everyday travel, will talk to us about short breaks made by European tourists which are known as ‘city breaks’. These long weekends have become more popular over the last decade or so, made possible by low-cost flights and the TGV. He will also explore the fact that inhabitants of a particular city can take such city breaks by staying in their own city. Tourists and city dwellers both have to take a new look at cities, as they look to find a new urban and personal landscape.

Finally, Hugues Aubin will look at the idea of a digital city. He is in charge of the department at the Rennes City Council which deals with new network technologies, including the web and mobile internet. These tools provide information services but also payment and booking facilities which will give greater freedom for city break tourists to move around the city. We could talk about new possibilities for “adhesion” to places and local cultures.

All these changes require new ways of thinking about cities, towards an urbanism which provides time and space; new ways of thinking about tourism at the heart of the city and therefore of managing the work of tourist information centres. In this round table, we will share the ways of life of our tourists and inhabitants, with a widened understanding of heritage, from cultural and monumental cities, to cities of activities and entertainment, and eventually arriving at a new intangible heritage which is now being built, thanks to network technologies.
“EPHEMERAL, FESTIVE AND EVENT-ORIENTED CITIES”

Lecture by Luc Gwiazdzinski
Geographer, Senior Lecturer at J. Fourier University, PACTE 5194 Joint Research Unit, Grenoble. Co-founder of the Sherpaa agency; President of the POLAU Urban Arts Hub

“*The city is our space and we don’t have any other*”
Georges Perec

It is as geographers that we start discussing the question of urban tourism, and we will rely particularly on the research that has been carried out in the last decade into cities, times, mobilities, and nights in the city. Our only aim is to try to make you change the way you see cities and their temporary inhabitants, and to give you some things to think about in terms of the interface between urbanism and tourism. Since the city is our only space\(^1\) and horizon, the future will necessarily involve rediscovering our cities. There is no need to emphasise the significance of this link between a major economic activity and the dominant ways of organising and living. We are persuaded that the crossover of these two matters means thinking differently about the spaces and times of our everyday life and coming up with different ways of living in big cities and in society. Tourism has a lot to tell us about the city, and vice versa.

Our proposal is based on some strong beliefs. Firstly, we believe in a city as a place of frictions, not as a sterile space that is devoid of smell, noise or conflict. We know that the ideal city has only ever existed in the minds of philosophers or on cinema screens. Cities have always been paradoxical places of maximal interactions and divisions. It is the spatial dimension of metropolises that has changed. Besides, we are not looking back nostalgically to the golden age of the city. Those who tell you that “it was better” before forget that they were only 20 years old in those times. Finally, we know that there is no good and bad tourism, no real travellers or *idiots de voyage*\(^2\), people who follow the guide books to the letter. It is all simply a question of perspective.

**No more cities and tourism**

Speaking about urban tourism necessarily involves broaching the ideas of both the city and tourism, two concepts which are now being re-evaluated because of the changes we are seeing now. We might make two suggestions to start the discussion: the first is that cities no longer exist because everything has become a city, which is another way of making cities disappear; and the second is that there are no more tourists, because we have all become tourists, which is also a way of making this particular category of people disappear.

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\(^1\) Perec, G., 1974, *Espèces d’espaces* (‘Types of spaces’), Editions Galilée

Necessary reflection

Cities have changed and we ourselves have changed our habits and behaviours. Current changes are now asking us to embark on productive paths at the interface of the city and tourism. There are many issues that need consideration.

Can we still talk about a “city” and living together while we are now living in huge metropolises that are many tens of kilometres wide?
Can we talk about “elsewhere” when urbanisation is becoming the norm and is transforming the world into a global and multi-site village which half the world’s population are already crammed into?
Can we still talk about tourists – defined as those who spend a night away from home – when more and more people inhabit different places at the same time and spend part of their life moving around for their work and staying in hotels?
What do we make of counting tourists in terms of “beds” and “nights” when some travel operators use the slogan “If you sleep, you’re dead!”?
Are we to believe that just moving around constitutes travelling, when we already do 20 kilometres on average per day just to get to work?
Can we still talk about discovering our cities when a large part of our environment has already been turned into a show, turned into “heritage” and the scenery changed by and for a tourism yearning for “authenticity”: the coast, the mountains, part of the rural world, city centres and now the symbols of industry and the industrial world – the company towns, pit-head frames, blast furnaces – like so many new cathedrals?
Do French tourists in their safari shorts not belong more to the living heritage of Marrakech than the subsidised traders and other snake charmers in the Jamaa Lafna Square?
Do we still have to travel, when information and communication technologies allow us to start conversations and make friendships despite the distance, and to visit the whole world without even moving?
Can we think of an immobile tourism?

Can we advance even further the principles of sustainable development and roam all over the world for little cost by using low-cost airlines?
Do the economic and environmental constraints not necessarily lead us to look to discover our own cities, here and now, as promoted by the logic of the “neo situationists”?
Do we still have to travel a long way when the ‘other’ can now be found in the very heart of our multicultural metropolises?
Is it not the case that exoticism and the unknown are at the very heart of the metropolises which we don’t know much about and in which we always go to the same places and the same spaces?
Can we truly discover the ‘other’ and let ourselves be convinced by the unlikely idea of ‘elsewhere’, its spaces and its rhythms, when the time we spend visiting other places has become so brief?
What do we mean by a ‘camper’, when many tens of thousands of French people now live on campsites all year round?
What is really our freedom and the role of discovering other places and other people when we are surrounded by spaces covered with arrows marking tourist trails, places that you simply must see and places that you should avoid?
Do we still have the ability to discover the ‘other’ when, as much from the point of view of the host as from that of the visitor, everyone is tempted to over-play his or her hand in a game which is above all a mercenary one?
Simply put, is tourism still worth the journey?
Is the city the new tourist destination, the form of its isolation or of its success?
As well as suggestion and reflection, this proposal needs to be backed up. Since the majority of us live in cities, since cities are everywhere and economic constraints and the ideology of sustainable development make us reconsider and limit our journeys, cities are the future of tourism, for better or worse. Resident, tourist, urban, elsewhere and here, other and similar. The boundaries are blurred and require us to change the paradigm.

**Traditional cities are no more**

Time, spaces and the mobility of our lives and our cities change quickly and leave behind some particularities of post-modern cities that we have described elsewhere. Cities spread out into space in the form of “diffuse cities” while economic activity eats away at our time out, nights, weekends and holidays in the form of “24-hour cities”. Cities break up into practical areas where we sleep, work, have fun or go shopping in the form of “splintered cities”, just like social time which fragments to give life to “polychronic cities” or cities of different times. Consumers want everything, everywhere, at any time, and expect an “à la carte city” which meets their needs, in terms of both temporal immediacy and spatial proximity.

**Emergence of event-oriented cities**

One particular form of the contemporary city is emerging in connection with tourism, and that is the event-oriented city. Just travelling through France and Europe it is possible to see that cities are increasingly giving themselves over to events. From a local “garage sale” to the “Festival of Lights”, events are invading the metropolitan landscape. The “urban seasons” schedules are full of events, parties and festivals. When our spaces and the times of everyday life become fragmented, these events provide an opportunity for residents in an area, city or region to come together and reform the idea of a collective “we”, a moment, a bubble where we can come together to experience families, societies, cities, times and places.

The type of these events differs and is often a combination: artistic, cultural, sport-related, fun. The scale of the events can vary too, ranging from street-level for local parties or garage sales, to the city becoming the star of the show, in events like sound and light shows. Preferred times are weekends, holiday periods, the summer and new year’s celebrations, with a lull in October and November. Events last for different amounts of time, from one afternoon up to a fortnight, and all levels of the city’s organisation are now involved, from the village to the metropolis as a whole. They can be moving events, such as parades, or static, and they might take place indoors or out on the street. They might be events which people can join in with, or ones which they can simply enjoy. They celebrate the city’s memory and identity and the people’s renewed sense of belonging. They place the city in a territorial battle. These events can be organised by different groups of people, including local communities, businesses and associations.

The origin or starting point for these events varies: from the local level to the international, from the national to the media scene (arts evenings), from the local media to the national (e.g. telethons), from the national memory to the events that anchor a region (Bastille Day on 14 July, for example). The starting point may be rooted in the past or may be very technological and forward-thinking (digital events). Art, culture and history are often called into play. The economic aspect is always a consideration, either directly in the case of the launch of the Universal Exhibition, fairs or garage sales; or indirectly by selling event merchandise and its position in a competitive environment. The economic dimension sometimes takes over everything else, as in the case of “Christmas hypermarkets” or Halloween. Finally, the influence of these events may vary, from the village to the whole world.
Events are confined to three easily identifiable trends: “ritualistic” trend, where the event is a permanent fixture in the local event diaries and beyond; “ubiquitous and synchronising” trend (for example, France’s national musical festival, neighbourhood parties, all-night festivals); and the “colonising” trend by invading local spaces and wanting to spread out everywhere. Organisers always expect direct and indirect consequences and effects of these events which can enhance the status of the city, in terms of tourism, town planning, space, urbancy, economy, identity, image and local dynamics. Unfortunately the result does not always meet expectations. Within this framework, night-time has become a significant time for event-oriented cities with events that have now become permanent fixtures, such as the national music and film festivals, all-night events (Rome, Madrid, Paris, Brussels, and Riga), all-night art events (Helsinki), museums which are open all night (Munich), but also “night markets” and “football nights”. We are now using our nights to recharge our batteries or dip into particular energies. Nights seem to be the “final frontier” for events, the ultimate place for dreams, invention and experimentation.

Evolving technologies and development of other practices

Information and communication technologies make geographical location possible, as well as a thematic and individual reinterpretation of the city and the development of augmented reality. Events like “temporary autonomous zones” (TAZ) are starting to emerge. These take various forms, and may be used for entertainment, as in the case of rave parties, for example, or for more political ends, as in the case of flash mobs. Ways of discovering the city increase. Urban games are becoming more popular. Everywhere artists are being called to temporarily reinvent the city.

City needs are changing

We can extract several trends from this need for a city which is multidimensional, complex and sometimes contradictory as it shapes specific urban shapes and figures: the “intense city”, linked to reduced length of stay, and need for product intensification; the “slow-paced city”, linked to a need for a slower pace of life and more control over our time; the “living museum city”, linked to a need for heritage; the “festive city”, linked to a need for events and entertainment; the “à la carte city”, linked to a need for independence; the “fun city”, linked to a need for fun and learning; the “sitting room city”, linked to a need for meeting and really interacting with locals; the “cocoon city”, linked to a need for atmosphere and the “bubble city”, linked to a need for people to meet with their friends and family: (...)

City dwellers are changing

Just as the city is changing, the people who live there are also transforming to fit into roles which are often contradictory:

- “nomads” travel more and more by necessity and because they have to, but they also like to know their roots and country;
- “heterotopics” increasingly often live in several places, but like to talk about “their” home as if their lives were spent there;
- “channel hoppers” get increasingly bored with customs and can’t bear boredom, but still like some of the main customs that everyone shares;
- “individualists” like their independence and freedom of movement, but still go to some events;
- “actors” are constantly changing their role and trying to play many different roles to perfection (father, husband, lover, friend, boss, driver, pedestrian) but complain of being “tired of themselves”;
“universals” are “here and now” but technology makes them think that they are everywhere all at once.

Urban tourism must adapt to these changes. Cities and tourism can be reinvented by playing on this diversity and these seemingly contradictory movements. While some tourist resorts in the Alps or on the Mediterranean are being populated with permanent inhabitants, tourist cities are losing their populations.

Reinventing cities and tourism

Since cities are not really cities any more, and tourists are not really tourists, we have to change the paradigm, look through different glasses, and start to outline some suggestions for cities which are more human, accessible and welcoming.

A need to look differently

We would like to ask each of you to think differently about cities. Imagine a city as a beat of time around a central point and not as a limited geographical whole. It is a system which ebbs and flows rather than standing still, a city in motion rather than a fixed space, a three-dimensional whole (x, y, z) rather than just one-dimensional, a system of time, calendars, diaries and timetables, a three-dimensional whole which changes according to the season, the week, the day and the hour (t). Although the material structure of the city stays the same, our cities change according to the season, month, week, day and even hour. Cities are spaces which are not only used by their residents, but also by all the workers, visitors and consumers for whom we suggest the term “temporary users”. Finally, we propose using the term “current population” to rethink the status of these temporary residents and to use “adaptable city” to talk about this urban whole which changes in space and time.

New frontiers and new lands

Taking care of tourists means taking care of all the people who live in the city, whether they are permanent or temporary residents. This brings with it numerous challenges:

- There are many projects for professionals, communities and researchers: the need for recreational activities; development of information and communication technologies; the ability to live together despite fragmented daily schedules; the ability to come together temporarily as societies; to live transiently; augmented reality and new times like nights which are open to possibility. Cities themselves and “city users”, temporary users of the city, are at the heart of these challenges.

- City planners must manage the ephemeral nature of built cities, avoid conflicts of use between the temporary inhabitants, between the pace that visitors want and the pace that the inhabitants want, between a city which wants to have fun and a city that sleeps. We have to try to reconcile the need of tourist consumption for a space and to live in it in a more sustainable way, to try to find the right balance between lighting the city and polluting the city with too many lights. It is also a matter of striking a balance between populations and services, and avoiding what happened to Venice, with its millions of tourists and visitors but an aging population of just 40,000 inhabitants who no longer have access to the basic city services.

- Tour operators and event organisers must make the city attractive without weighing it down, regulate it without losing spontaneity, organise without turning it into a commodity, add value
without using gimmicks or making it too old-fashioned, and try to provide something for everyone without resorting to the lowest common denominator.

- Tourism professionals are driven to invention. They could, for example, think of making hotels real places where city residents and visitors from all around the world could really come together, something which the United Nations has not managed to do.

- Residents are involved and could set themselves up as mediators between the city and its visitors. Democracy is called into question by these changes. It would be necessary to grant tourists “temporary citizen” status for the place and time in which they find themselves and to try to involve the tourists and all the temporary residents in local democracy, even for limited matters like developing public spaces, for example.

**Suggestions for inhabiting space and time together**

When the collective space of the city becomes a “community centre”, questions of governance, occupancy, safety, management and responsibility become key:

- Firstly, we suggest moving on from the notions of “events” and “tourist calendars” to a more functional concept of “time urbanism” that we will define as “*all plans, timetabling, and coherent acts in time and space which allow optimal organisation of technical, social and aesthetic functions in the city that lead to a more human, accessible and welcoming metropolis*”.

- Secondly, we suggest moving on from the fun and sustainable city to the idea of an “adaptable city” which we hope for in the context of managing urbanisation and sustainable urban growth. Instead of the overused notion of the “fragmented city”, which can scarcely find its limits and cohesion, and of the notion of the “non-stop city” which could run out of steam in the absence of a rhythm, we would like to suggest the idea of a sustainable city that we can “shape” without it breaking up. Instead of using rigid models of the city, we prefer to combine the ideas of flexibility and richness in a reflection which crosses time and space.

- Finally, we think that it is essential to involve the artists who come up with events in making cities attractive again, the definition of tourist supply, planning, and in urban production, and to involve the choreographers in the definition of the new “dances of the city”.

When elsewhere is now here, when the urban has become the touristic and the city a tourist resort, we are all called to change the paradigm to explore our ways of life further, to act and to think.

It is difficult to close this first approach to the city and to tourism without questioning one last time the professionals, politicians and researchers in a sector which is experiencing great change about another trend, or the beginnings of another trend. Are we not in the process of making times in the city (e.g. Sundays, nights) “part of our heritage” like relics of a bygone era where everything was closed at night and on Sundays? In the recent practice of trade union and political demonstrations and rallies, are we not increasingly becoming spectators and tourists of a social spectacle which is disappearing? To put it simply, is the war of the false, as identified by Umberto Eco, now affecting the temporal markers of our society?
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Email: Luc.gwiazdzinski@ujb-grenoble.fr
I am an anthropologist. I am not an expert in tourism but in mobility. So you will surely have a more professional and considered opinion on the topic we are discussing. Nevertheless I have carried out two studies into tourism. One is a field study relating to event-related mobility and the other a prospective study into city breakers. It is this second study that I am going to talk about, in line with the focus of this seminar.

1. Firstly, I will try to define the concept of “city breaking” that I treat as an experience.
2. Secondly, I will define the four profiles of a city breaker.
3. Finally, I will speak about the new professions that the practice of city breaking creates. To meet these new expectations, jobs in tourism are changing. I will present the hypothesis that players in the tourism industry are gradually becoming editors of urban content.

As an introduction, “city-breaking” can be defined as an experience that is embodied in a technical mechanism and is part of the emotional register. The practice of city breaking requires logistics, infrastructure and networks. The practice of travellers is embedded in materiality. Professionals know that these material aspects must be managed to ensure a seamless flow and to make sure that journeys are fluid and reliable. The other dimension is more dreamlike. It comes from the imagination and our emotions. I will spend much more time on the emotional aspect than on the technical aspect.

I- City breaking: a new form of urban activity

A new embodiment of tourism is emerging: the city break. There are many reasons that explain this phenomenon in France: reduced working hours, for example. Because of this, our time has much less structure, as evidenced by Thursdays feeling like Fridays when we leave early for the weekend. The short break is a new tourism practice that is emerging. We go to Europe, to France, for two days, for one night to have a break. Employees feel the need to break up their everyday lives, with the increasingly furious pace of our industrialised societies. As Mr Crola showed, the city breaker is a quasi-political figure. Because of their limited amount of time, these people have high demands for services which mean that players in the tourism sector have to perform better.

a) Expectations:

− Technical expectations: technical infrastructure and networks. The city breaker does not have much time and wants to enter a world which can move relatively easily. They need to be guaranteed accessibility by ensuring a seamless flow. This technical aspect is very well known to the tourism industry and they know how to deal with it.

− Expectations relating to feelings and emotion. However short the trip may be, travellers taking a journey need to take a break from the everyday. This aspect is more difficult to understand.
The journey becomes a quest of re-enchantment. We will see the forms that this is taking and what this means in practice. In addition, city breaking is not only part of our memories, but is also part of our relationship of heritage with our cities. We must enhance what it brings to the everyday and add to the idea of “what may happen”. Finally, we must also deal with the concept of service hospitality: how we welcome tourists in our city, and how we can implement packages which can build this service hospitality.

b) City breaker profiles:

From these elements, we have identified four profiles of people who take city breaks:

- Impulsive: makes a spontaneous decision to get away, spurred on by a last-minute deal.
- Adventurous: has emotional and geographical wanderlust. The emphasis on wandering and roaming adds a poetic dimension to the break.
- Anxious: wants reassurance that their journey will be smooth and on time, with as many certainties as possible (e.g. knowing that a parking space has already been booked before arriving at the airport).
- Savvy: hunts down the best deals, maximises the quality/price ratio, makes the most of the trip for pleasure purposes (e.g. goes during the low season to make the most of the good deals).

Based on these four figures, we can ask a number of fundamental questions that tie in with the topic of this seminar:

- How can we put together services so that the city breaker can live in the city as an enriching experience?
- How can we rejuvenate the concept of heritage and bring back its magic?
- How can we turn players in the tourism industry into editors of the urban environment?

I- The city break figure questions the notions of ‘city’ and ‘heritage’

These four profiles of the city breaker correspond to four types of city:

- For the impulsive city breaker: a magical city which surprises and delights.
- For the adventurous city breaker: a fantastic, almost fantasy, city; an extraordinary city which lets us leave everyday life behind.
- For the anxious city breaker: a practical city with a number of facilities and services; a convenient and efficient city.
- For the savvy city breaker: a fun, entertaining and lively city.
Four city breaker profiles

**Impulsive**

- **Spontaneous**
  - decision to get away, spurred on by a last-minute deal

**Anxious**

- Wants **reassurance**
  - that journey will be smooth and on time (e.g. knowing that a parking space has already been booked before arriving at the airport)

**Adventurous**

- Geographical/physical/emotional/cognitive **wanderlust** (roaming: significance / poetising break)

**Savvy**

- Looks for best deals, maximises quality/price ratio, optimises trip in terms of pleasure (e.g. goes during the low season to make the most of the good deals)
Behind each of these four cities lie the following concepts:

− Magical cities may resemble pop-up books (which become 3D when opened up and a story is told behind a window or building façade). The “pop-up city” is surprising. Tomorrow, heritage could become a window into the city or a window into history and, using different technological tools, we may be able to make those walls tell us those stories.

− The city for the adventurous city breaker is a city in which we are the heroes. The adventurous city breaker wants to design their own itinerary and feel that the relationship that binds them with the area belongs to them alone. They do not want to be a part of mass tourism. This is where new urban legends begin.

− The city for the savvy city breaker is a city of treasure hunts where the paths lead to fun and surprising encounters. The city becomes a playing field but must also lead to “alternative routes”. Why not dream of making new maps of the city, new tourist paths? But how can these city paths be organised and the landscape dramatised? In this scenario, monuments become just a stopping point on the way.

− The city for the anxious city breaker is a city which comes with instructions on how to use it. This type of city breaker needs to be given reassurance and to have access to services which work well, because they do not have much time and cannot simply let themselves wander around the city. Tourist places and heritage monuments can be resourceful places which offer practical information. Tourist information centres must be available across the area.

III- The concept of the “urban editor”

New roles are emerging in the tourism sector: players in the industry must provide information and become “urban editors”. They must “editorialise” the area. The city is a book with blank pages that have to be rewritten all the time. Suddenly, tourism supply does not only apply to foreigners or tourists passing through the city. The city becomes perhaps an area for those who live in it to explore: we are all tourists in our own cities. This will mean that tourist information centres will have to broaden their target audiences. Broadening the target audience (tourists + inhabitants) is essential if we are to design a sustainable economic model and to pay off the investment in terms of supply.

Tourist information centres will become urban editors, which put the tools and services in place for city breakers to tell their own story, but also to have exotic experiences.

Suppliers also become editors and even directors of urban legends and urban games.

Finally, we will define urban tourism professionals as mediators. They mediate our link between memory (heritage) and what may happen (the everyday).

Like the tourist information centres in New York, the tourist information centres of tomorrow will be more like media libraries where people will go to look for creative programmes and to select things to do according to who they are, what they want and what they feel like doing.

Conclusion

Players in urban tourism are mediators who provide city breakers with the means they need to tell the stories to themselves. The players in tourism supply are also urban editors. Tourist brochures and literature are now not the only resource to help them do this, although these are still very important. There are digital aids too, like mobile phones. Finally, heritage acts as a go-between which makes the link between small, everyday history and more major history, like that which is found in museums and embedded in our heritage. It is also a go-between between memories and what is yet to come.
I am responsible for Information and Communication Technologies at Rennes City Council. I am not a specialist in the field of tourism, but there is currently a strong increase in the use of digital technologies in uses, infrastructures, networks and content relating to the city. We should no longer compare the digital and the physical dimensions of regions, any more than we should compare the pseudonym of someone on a website and the real person who goes into a shop or out into the street.

I am going to try to show you that we are experiencing the first signs of this digital dimension in our everyday lives, and this from two different angles. The first is through our use of mobile phones equipped with GPS and connected to the internet (more than 3 billion people have mobile phones). The second is through the ability of these people to create content and services, but particularly to physically come together in such a way as to have an effect on real cities.

Internet 1.0

If you count the range of tools and ways of representing an area that can be used just as much for locals as for tourists, there is above all the area itself and its heritage; there is also the postcard, the distant forerunner of word of mouth; maps which pinpoint places which link together to form routes; brochures which will become promotional marketing material and sources of useful information; signage in the place itself and the physical welcome with human mediation which can be adapted to each individual to act as a guide.

There are also some rather old principles, some of which already have a very strong impact, such as the one-to-many principle. This involves designing one brochure for maybe 10,000 or 20,000 people that is available in different languages: it is the same brochure for everyone. There was the asynchronous relationship mode: a special offer was put together, people had to book in advance; there was a package principle with a shelf system and assembly drawers, brick-by-brick package holidays. These are the incoming agencies that generally use a lot of paper and a “before/during/after” approach.

At the start of the internet, we had this “one-to-many” principle (one internet site with content that is directed at everyone, available in different languages), and integrated the same transactional approach for these packages which were already on offer via paper and on the telephone. Tools for promoting heritage are going to use the possibilities offered by digital communications to promote the aesthetic or historic dimensions with video, sound, MP3 audio and 3D images: a single-user principle. Today we are going to see the start of the huge multi-user phase where many people will use these platforms.

Then there were comparison services and today these are very important. In the tourism sector, the sales process involves a comparison phase between the collection of information and purchase.
Web 2.0

Making new maps: “participative neogeographies”

Today we are involved in a mission to evangelise what is called Web 2.0, and in this phenomenon we can see the importance of a participative map-making or of neogeography. This affects us, because the biggest map system that people use online – Google maps – triggers a paradigm shift in that maps are no longer just for experts, but for everyone and in that people can mark places on the maps. Participative maps have several very important functions and in particular they can redraw the landscape.

For example, the free internet site Flickr, the biggest photo sharing site, allows users to form groups. By tagging the photo with an address, photos posted on the site can be geolocated. Another example is the Marseilles city guide which city breakers created so that everyone else could use it. Google’s map tool is used on the site to post articles and unusual photos. There are also mapping services on sites which have “couch surfing” (where internet users find accommodation at the homes of other internet users).

This participative neogeography will expand insofar as it is now possible to supply, both free of charge and in large quantities, multimedia content on the internet. Wikipedia, for example, is one of the top 10 internet sites in the world and is a collaborative encyclopaedia where content is supplied by internet users.

The “many-to-many” approach

The “many-to-many” approach is now taking hold. This does not mean that everyone is involved in creating content. Very few internet users create content but many of them change, rearrange and comment on existing content. What is new is that many people can talk to other people on these platforms and can write to each other without having to know their email addresses.

This is what is known as the socialisation of objects. The object is a video, a sound, a text, a file describing a heritage building. People can give their opinion, leave a trail, recommend an object, see who liked it, and give it a new value, in that it can link people to each other.

An example of this is the French internet site Dismoioù (“Tell me where”) which is a restaurant guide whose content is supplied by editors. The way in which restaurants are listed depends on the viewpoint of the people who give their opinions and write reviews.

Viral marketing strategy: messages being “reused”

It is possible that, for strategic reasons, you may want content that is already online to be taken up and reused on other sites. Today, a person who creates a free blog, on a Google platform for example, can automatically see the information that they have created used by other bloggers or other information sites.

Unfortunately, we public-sector players have not necessarily joined in with this. They are tactical decisions: the website of the Toulouse Museum has a mobile contribution thread: when new information is sent to its website, this information is then sent to its Facebook account, a series of thumbnails with local information, and this is available to everyone who belongs to its mobile Twitter community (where people can exchange short messages using their mobile phones). The museum sends all its information to all these different channels at the same time, and the museum can then reply to people who take up the conversation.
The digital dimension: “augmented places”

We are embarking on principles which are now analysed in brand strategies. We no longer have just the “one-to-many” institutional discourse, but an approach whereby we will be able to have an online identity which will make it possible for us to chat and to provide and share online content. For example, if we have some good photos of our heritage and they are free to share (as creative commons, for example), making them available on the web will make delighted bloggers notice our initiative.

By allowing residents and tourists to contribute to building up this content in a way which will promote the area, we will create a community image.

Social networks

Social networks are not new: we have always had and nurtured links with people, family and friends.

However, there is an extension of this that has been made possible by the internet, which follows on from the slightly oversimplified theory on which social networks are based: I am on average only 6 contacts away from any human being on the planet (I know someone who knows someone and so on, 6 times). The idea is that by allowing people to know who knows whom, the world shrinks and with it links between people.

This means that people can meet by exchanging profiles, by being present. This is based on values which have now been identified and confirmed by a number of studies, and the most important of these values is reputation.

In social network sites online, in the world of bloggers, the first value is not the name of a particular institution, but reputation. Reputation is built on the things the person has achieved, the quality of what they share, the contribution they make to the community and the confidence they inspire. In this way, tourist information centres have a good reputation. When faced with a different supply, having a good image which puts us in a favourable position is a very strong asset.

A strong regional dimension

Household equipment rate has reached 50%-60% in France, which gives a very strong regional dimension to social networks to which many internet users belong.

One example is a small social network based in Rennes, where people can place themselves on a map with a profile, on a road (you can see these people, their main interests, their expectations for voluntary work, and you can get in touch with them). Nokia uses this system on Facebook which is made possible with mobile phones. It allowed me to find my friends. These tools are interesting in terms of mobility, making plans, and how we use our free time.

It is important to note that the internet is not non-regional, and neither are social networks. There is a strong regional dimension and this is shown by social networks for neighbourhoods (e.g. ma-residence.fr or voisineo.com).

Pseudonyms = real people

It is true that people surf the internet, make profiles for themselves, book holidays, and exchange various instant and deferred messages. People using pseudonyms can organise themselves and then take action in public spaces. This phenomenon is known as a ‘flash mob’ and I think this is particularly interesting for the tourism sector.
Here are three examples from Rennes. On 28 September 2008 at 5pm, 1,200 people crowded into the streets in the city centre in just 5 minutes, and people filmed them to put on a blog. On 8 January 2009, a Facebook group was formed to have a “mega party” in Rennes. The aim was to have a giant picnic or to hire out a night club to have a party, and by the 16 January, 4,900 people had joined this group. In March 2009, students used their mobile phones to organise a demonstration. The week before, there was a “free hugs day” in the square at City Hall (“free hugs day” is an event which is organised via the internet in all cities around the world).

But we must be careful because we are dealing with real people who are responding to these requests in real urban spaces. We should therefore not see a difference between the pseudonyms and the people. Behind the pseudonyms there is the capacity for people to exchange, communicate, act, move and make purchases.

Today people consume different media at the same time. In the United States, for example, people are on Facebook while they are watching television. It is no longer pages viewed that are counted, but the time spent on those sites or the number of visits. We are now going to want to quantify this attention, which is becoming the factor which is determining the economy of the internet marketing market.

Augmented regions

Visibility and intelligibility of the digital dimension

I would like to emphasise two aspects of the digital dimension of a region. People leave implicit and explicit digital traces on a region.

This is what I mean by implicit traces: if I turn on my mobile phone, the nearby phone mast will detect that a mobile has been turned on. If I connect to a wifi hotspot in a café, a computer knows that I am connected to it. This dimension has been made tangible during experiments in the tourism sector (e.g. music festival mapped in Paris).

As for explicit traces: we edit content in physical spaces which will be seen by people who are browsing with the appropriate tools. Mobile phones are a prime example of this. (Today mobile phones have more functions than just being a telephone: they can also transmit multimedia information via mobile internet.)

We are moving towards direct and in situ access to a reading of the environment: GPS phones are becoming more popular. The free Google maps service on the Wikitude iPhone (a camera directed at the environment looks things up on Wikipedia) is one example of a mobile augmented reality and this opens up many horizons for different regions: it is a hybridisation of the real and the virtual.

What is on a virtual map can be seen in real life and vice versa: it is a combination of representations.

Examples:

- There is GPS in an umbrella and photos taken by internet users in the same place are projected underneath.
- Google latitude lets you and your friends and family locate each other on your mobile phones (free application).
PKapsys is an MP3 player with GPS and audio guide, which allows us to find local services and to make “vocal” city maps. People who use these applications exchange information about a region in a relational continuum and act in a way which is both multimodal and multitemporal.

Conclusion

All this should not give you the impression of a one-dimensional city which has no variety of functional supply, and which is not very interesting. In actual fact, we can see that what brings internet users together is the opposite of ‘one-dimensional’: it is actually happy chance in their encounters, applications which make links that allow people to meet around things they like. What we call serendipity is heterogeneity and the thrill of the surprise. “Lumps and bumps” and serendipity are bonuses: what can a one-dimensional city really have to offer?

Granularity (short videos, photos), web 2.0 (the participative aspect), communicating areas allowing people to share feelings and stories. It is actually one thing that we note in flash mobs. I think that there are very interesting avenues that we can explore, provided that we share an imagination and can come together using these applications. To do this, we have to develop a fun supply, in situ; have an effect on people’s mobility in the cities; and include participation as part of the deal, particularly via the “big urban games” that use these augmented spaces.

For players in the tourism industry, it seems interesting to make use of these assets:

- that they know how to talk about the city and that they don’t simply sum it up as a series of points on a map;
- that they use a multimodal range of communication tools, from the physical, to the telephone, to the internet;
- that they have a base in physical spaces so that it is possible to connect the signage to digital content;
- that they use powerful local databases to find out about heritage, deals, and so on;
- that they can measure success or failure in terms of the contacts picked up by operations which could be big urban games, and correct their attempts.

It’s now just up to them to give it a try.

Jean-François Crola

You are suffering from the clash of the imagination in information and communication technologies, which is perhaps even more significant than the imagination than we ever realised before now!
DISCUSSIONS WITH THE FLOOR

François Gruson, Managing Director of Archividéo

We have projects with the Images and Networks cluster which is a competitiveness cluster in Brittany. We launched there the Brittany in 3D project which models all of Brittany.

In the city of Rennes and, more specifically, at the Tourist Information Centre, there are concrete examples of this being used. One tool has a 3D demonstration model and this begs wonderfully the question asked by the diversification of web 2.0: what can we actually do with it? What is the point of it? We can use it for localisation, to share information, and to show what does not exist anymore, and what does not exist yet. In Rennes these models have been used in different ways: they have been used for the general public for event purposes; models from different time periods have shown how the city has grown and changed; a model of Rennes as it was in 1947 was shown to the public; 25,000 copies of CD-ROMs have been given out every year for 7 years; one of them, called “From Roman Condate to Rennes”, shows the historical evolution of the city. This work has allowed us to place all the buildings on the city’s website, particularly so that new people coming to the city can familiarise themselves with it. The technical departments use this tool for their projects.

We can see here the number of representations and uses that are relatively common now, but which pose the following questions:

- Exactly how detailed can we make the representations of a city?
- Do we have to show the real fronts of the buildings?
- Do we have to show just the historic city centre or the whole city?

Today we are looking to model the area on a large-scale by adding to it as progress is made.

Rémy Knafou, Professor Emeritus at Paris 1 – Panthéon-Sorbonne University

I would like to give you this thought. My job is to listen, to look, to think, to travel and to move between my field work and a little theoretical work. I have been struck by, and also very interested by, the emergence of a new type of discourse: discourse along the lines of “We are all tourists, wherever, whenever, however”. All tourists in our city, although within the same discourse, we are told that being a tourist means breaking away from everyday life.

This discourse is not completely new. It has been in francophone literature for nearly 20 years now, since Jean-Didier Urbain in his “L’idiot du voyage” was already defending the idea that we could be tourists in our own cities when we chose to be. What I’m interested in is not to make a value judgement about these ideas but to know what their implications are. From this, they seem a bit worrying to me because I believe that tourism, if we want things to have meaning, is inseparable from the idea of a displacement of body and mind. Leaving home to go and spend a night or two somewhere else, whether you go to sleep there or not. That’s something else again. I don’t want to get into the statistics, but I think it is extremely important, so that things can still have meaning, to think of being a tourist as going away to live a certain experience and to come home feeling different. This assumes that there really is a displacement of body and mind.

We must have the freedom to suddenly feel that we are tourists: the feeling that “I have finished work, and now I’m going out”. Suddenly, I have decided to be a tourist: it’s every person’s freedom and I can’t see any problem with that. But I want to draw the public’s attention to the disadvantages of taking this stance:
The first disadvantage is that, in this case, tourism becomes something that we can really know nothing about: we cannot have any scientific knowledge of a phenomenon that can only be found within a given individual.

The second disadvantage is linked to the first. The tourism sector has credibility problems in society as a whole: both economic and social credibility, particularly in France where there is a lot of condescension towards tourism. It is a tradition among French intellectuals to think that considering tourism issues is futile or uninteresting. I think this is a grave mistake, because it means ignoring a very significant dynamic in our society. But this is part of our culture, and I believe that, by keeping up this confusion about what tourism is, and not taking the trouble to define it with sufficient rigour, we take pleasure from this confusion and we perpetuate this lack of credibility which we actually suffer from.

It seems to me that this makes it difficult to consider “all people as tourists everywhere”, even though on a commercial level it can seem attractive to think that we can suddenly increase the market. But I think that there are disadvantages associated with taking this stance. This does not mean that the residents of a city cannot explore their own cities themselves and cannot then carry the meaning of their city.

Let us take the example of documentation produced by the Rennes Metropolitan District and its city walks. It is a lot of work to produce these, which are not only designed for tourists but also for people who live in the city. This is a very significant dynamic but I don’t think that, collectively, we are interested in keeping up this confusion about what tourism is and what it isn’t. We have words to qualify this: free time in one’s local space and everyday, which is not quite the same thing as tourism, which means not being in one’s own local space and not being in the realm of the everyday, things which seem completely different to me.

Stéphane Juguet, anthropologist, What Time Is It?

That is one opinion and I understand it. I can only repeat that I am not a specialist in the field of tourism. Nevertheless, I believe that it is particularly important to try to define this category that we call tourism and that we have used in the singular up until now. In actual fact, when I listen to all the lectures, when I watch all the television programmes, and when I consider the depth of what we could call social life, or tourist life, I feel that this category should rather be used in the plural. Inherent in your question, then, is rather a consideration which we could express as: what is it that we call tourism today? Is it not important to rethink this category, so that we can reassess it? Perhaps one day there will be room for a city breaker, as I spoke about, who will become a tourist in their own city. Without working on clarifying the words ‘tourism’ and ‘tourist’ as concepts first, the deals aimed at tourists will be disparate. I think that researchers really need to think about this.

Rémy Knafou

Sixteen years ago, I created a research group called “Mobility, Itinerary, Tourisms”. We took care to use “tourisms” in the plural and one of our concerns was actually to lay the foundations to avoid continuing in this confusion. What I notice is that, contrary to what is normally put forward by science, there is not necessarily a plurality to knowledge, where plurality is the condition necessary for criticism and progress.

Stéphane Juguet

I am trying to understand what you are afraid of. I feel that you are expressing in some way a fear of the fact that a person can be a tourist in their own city.
Rémy Knafou

It is not that I have an inordinate love for the way societies are classified, because I know that these ways of understanding it are, fortunately, temporary. Researchers always lag behind a social movement: good researchers are those who manage more or less to follow what is happening. What I am afraid of is what I have already said: the very big problem researchers have, and research in general, is to embrace the issue of tourism. This difficulty also involves a difficulty to highlight the deep undercurrents in tourism. What is tourism made up of? Starting to think about this question has not been adequate. Overall, the idea is that it is confused and that we will never understand anything about it. We should abandon the issue because of the confusion and simply stick to the French National Tourism Observatory statistical definitions, which don’t convince anyone anyway. Finally, I am concerned that we don’t have the conceptual and statistical means required to have a better understanding of the reality of these mobilities of tourism, so that we could extract ourselves from the state of complete confusion that we have been in for a long time. For example, leisure tourism and so-called business tourism are a source of confusion.

Fortunately, the professionals realised this before most researchers did, and they know that this does not correspond to the same market or to the same demand. The whole sector suffers from this wide-ranging confusion. The explanation that I see is a lack of recognition that pushes the tourism sector to make itself bigger than it is, which isn’t necessary because it is now objectively and unquestionably the basis of a large economy that everyone can or will be able to appreciate if there is a decline in the movement: it is then that we will know what we are losing.

Mario Burgay, Director of the Tourism & Sport Department, Province of Turin, Italy

I agree with what Mr Knafou said. In Italy, we have been talking about tourisms in the plural for at least 10 years. The professionals in the industry make huge efforts to separate supply and demand because there are different types of tourism: leisure tourism, business tourism, and so on. It is a basic distinction but we can make a lot of progress based on these distinctions.

I also think that there can be confusion when residents visiting their own cities are thought of as tourists. When we speak of a sector which inevitably has to be thought of as an “industrial” sector, tourism is an industry, and we have to define its products, clientele, and services clearly.

What I find interesting in this consideration of the resident who visits their own city is that the resident’s quality of life is actually the tourist’s quality of life. Improving the resident’s understanding of their own city and creating services for residents means creating the conditions to improve hospitality for tourists. I would therefore be keen to make a distinction between what we think about residents and what we think about people whom we call tourists.

Stéphane Juguet

I think that’s the crux of the argument. I have taken this figure of a tourist as a state, a cognitive state. You take it to be a status, a category in itself, an operative. I feel that when one is a tourist, one is in a particular state of mind. What I have tried to show is that, because we are in a society which is increasingly stifling and hyperactive, we need to be able to break away, have a change, and reposition ourselves. This figure of the city breaker begs a question for the professionals: how can we build a hybrid service which can target tourists passing through and which interests the residents? This means that our message is not just targeting tourists but also the local public. It’s important for the economy because the public is expanding.
It is really a debate between a category and a state. We are not on the same wavelength, so we are not going to be able to agree. But I understand what you are saying which, as I understand it, belongs to a more political type of register which is: how can we manage to establish the legitimacy of our action and our profession on a more political level?

**Question from the floor**

During your talk, you used the term “editor” for residents of a tourist destination, in that they could be editors of legends. Editors of a destination, then, since they play a role of promoting the destination in situ. What are your semantic reasons for choosing the term “editor” and not the term “ambassador”?

**Stéphane Juguet**

I think that, somewhere, cities are becoming media. We have seen this with the demonstrations: cities are becoming 2.0 but this is very technical. What matters is not that the cities of tomorrow are completely full of wifi networks or that they are becoming 2.0 in the sense that they may be “collaborative”. For me, it’s a matter of thinking about the technical level. What I’m interested in in this media city is not the structure or infrastructure, but the type of message that we can circulate there. This issue of the message in the media domain echoes the editors of content. If we make the analogy with the media world, we might wonder whether the role of actors in urban supply (tourist information centres) is turning into editors of content. The important thing for editors is not that they can put the information online but that they can rewrite stories which mean something for tourists, which is where this word “editor” comes from, in the sense of editorialising the city. It’s a big debate these days.

**Hugues Aubin**

Here’s a light-hearted example. Tickets for an AC/DC concert were given out during a treasure hunt in the city, which encouraged hundreds of young people to join in to share a fiction.

**Guy Pessiot, Deputy Mayor for Rouen**

How is Rennes City Council investing in Web 2.0, for participatory democracy?

**Hugues Aubin**

First of all, we monitor internet activity concerning the city by looking at content with the key word ‘Rennes’. This gives an impression of the image of the city. We realised that there was a big increase in internet content but we have not had the means or the time to study it in detail. However, it’s clear that, on the level of our strategy of online media editing, we have a website, posters and ticket offices.

We have to do and understand a few things. Firstly, no new media replace the older ones. The internet does not replace paper or phones, but simply changes their role. In augmented reality, you have to know how to play with complementarity. The city of Rennes website has been overhauled and there is a keyword cloud on it (using tags). There is no compulsory taxonomy (headings and sub-headings). These taxonomies are useful for us behind the scenes, but they are not very useful for internet users. People with disabilities can access our site. You can make a comment on any page of the Rennes city website. Last week, we organised a real-world meeting of the bloggers who are on
Facebook. We had a support service workshop for blogs in the area. At the same time we organised a round table involving people from the different areas of Rennes, the mayor and the local TV channel TV Rennes, which could be watched online simultaneously. People could use “chat” to ask questions and it was broadcast in real time. The website for the department for development and planning was started with password access and its content is rights-free.

All this primarily assumes that there is a dynamic with the teams: they accept the reviews about their content and they will reply to them. For example, photos taken by freelance photographers cannot be used rights-free. But if you put posters on nearly 180 lampposts, with hundreds of prepaid mobile phones given out on presentation of an ID card in different areas, people will take photos of the city, send text messages, poems, pictures and sounds. This was done in 2005. This dynamic is cultural in its organisation, provided you want to make the cultural adjustment as regards the change in the customer-supplier paradigm. The new model amounts to a lot of customers for lots of small things, who tell us what doesn’t work, which we could not identify on our own. We take comments on board to assess the service in a participatory way (for example, the French railways SNCF has a comments platform; Google uses Beta and is used by 500 million people; or a city and how it is run, how it is subsidised). However, this is the problem: if we don’t learn how to do it, internet users and private service providers who know how to bring people together as a community will do it. And this will perhaps mean problems for us in terms of visitors, services and adaptability.

Jean-François Crola

I suggest that a CNPTU workshop would allow this kind of suggestion to be put into practice as a collective task, the one proposed by Hugues Aubin and the one proposed by Stéphane Juguet.

In addition, I have realised that tourist information centres are on the verge of great change, as the rest of society is, but I have understood this in two complementary directions. Firstly, it was a question of an office spread out across the city. I think that this is already being done but we can see the extent to which tags and other mobile geographical location tools will shake up the market of tourist information, which is your job, but in the right direction. In that there is a great opportunity for tourist information centres.

There is also the conversational way – I use the term from this morning – the emerging idea which broadly describes residents not as tourists in their own cities but as information providers in their cities (for their own use or shared use for those who want it, the tourist information centre or the tourists as individuals). This conversational mode is today coming into effect for all activities and I think it is a wonderful opportunity for tourist information centres.

Anyway, I would like to thank both the city of Rennes and the CNPTU for giving us the opportunity to discuss this matter of usage.
I would like to say a word about ODIT France, before giving you some extracts from some recent studies about the city and its public spaces. You will know ODIT France, if only by name, as the agency which works with the French government, although it is a legally independent organisation and works for local, regional, departmental and communal authorities, and for all institutions which are involved in tourism, whether near or far.

We work as a research company and I will give you some examples of this, but we generally work as a consultancy company (known as an AMO in France). We help the partner we are working with to define their needs and the questions asked, and to transcribe them into specifications. We then use specialist research offices to carry out the practical studies. We are also a transfer company, which means that every year we publish around 20 very technical reports. Similarly, we organise technical days where we explain work that has been done (by us or by others), using the experiences of local elected representatives and specialists, and more theory-based contributions from the work that we have most recently been involved in.

For my team, the city is our office, a specific space just like the countryside, the coast, the mountains, or overseas. We are a team of around 80 people. Claudine Barçon, whom many of you know, was part of our team until her retirement in September.

In 2006, we took over the reins. The most recent quantitative studies into the city were from 1994 (French National Institute for Transport and Transport Safety studies). We took over this work to carry out a quantitative study in 2006 which looks into the cities visited by tourists, and particularly those visited by foreign tourists: the British, Belgians, Spanish, Italians, and Germans (there are other statistical sources for French tourists). We carried out 4,000 online surveys using a qualified group of people made up of 700,000 internet users, with that group itself belonging to a total of 2 million internet users across Europe. In 2007, all of these studies were used to produce a CD-ROM about what European visitors do in French cities and what their expectations are (the CD-ROM is still on sale from Documentation Française or directly from ODIT France). This is the basic study. Cities can ask for a specific study, or ask us to carry out these studies again but adapt them to their own region. The research office still exists. It has changed its name from Novatris to Harris interactive. I will only focus here on the section that was published in 2008 in the Grand Angle magazine, and I will give some details from the new 2008 surveys which were carried out in 18 cities (9 large and 9 medium-sized cities). These are the most recent studies – 3,000 surveys which are valid site by site, and consolidated on a national scale – thereby allowing us to have statistics which are sufficiently representative.

Here are some tables which have been taken from these surveys, which show the “profiles” of the city visitors in detail. Without going back into the argument we had earlier, I would like to make it clear that we are concerned with the visitors to the city, a category which involves what is actually visited especially in concrete terms (cities and services). There are French tourists in these surveys as well as foreign tourists (French and foreign people taking day trips and who therefore do not stay in that city), but there is also another category of people which we have defined for the purposes of this study and which we have thought about a great deal. This category is local residents. They are
those people who come into the city because the city has a number of advantages which they do not have where they live, even if they do not live very far away.

The numbers of primary visitors are high, therefore leaving a ‘reservoir’ for second visits. The proportion of foreign visitors among these primary visitors is high: 75% of foreigners come to the city for the first time (out of a sample of cities that represent the French average). These figures would not necessarily be true for large cities. From a tourism point of view, most cities stand a good chance, in that the tourist flow is not predestined. Conversely, how is it possible to develop tourist loyalty when these visitors come to the city for the first time and do not have any preconceived ideas about the city? They have a broadened attitude towards the city and look for information about the region rather than just about the city. This implies the idea of the overall appeal of the region, and not just the appeal of a city in the middle of no man’s land. The region, the city and the area around it are what motivate people to travel. In our surveys, we have mainly been interested in this notion of overall appeal. I would like to quote a statistic to illustrate this idea: visitors to a city can go up to 50 km outside the city, which can be as far as to the edge of the départements. The appeal therefore has to stretch to quite a large surrounding area. In addition, city tourism is often the privileged reserve of couples: unlike all other types of tourism in France, there are not as many families taking holidays in cities.

**What do visitors to the city do?**

We have tried to supplement the earlier studies: the tourist demand among the French, and a detailed analysis of what tourists, daytrippers and local residents do in the city.

What do tourists, both French and foreign, do in the city? In decreasing order: walking around the city 88%; going to restaurants and cafés 69%; visiting heritage sites 64%; shopping 60%; visiting parks and gardens 48%; visiting museums 31% (42% for foreign tourists and 29% for French tourists); one-off shows 19%; sporting activities 13%; permanent cultural activities 12%; night-time events 10%; other 9%; fun activities 8%; discovering the economy 1%; spa and fitness days 1%

For daytrippers, the results are less diverse, although the order of the activities is more or less the same: walking around the city 67% (compared to 88% for tourists); going to restaurants and cafés 62% (compared to 69%); shopping 59% (compared to 60%); visiting heritage sites 40% (compared to 64%); visiting parks and gardens 35% (compared to 48%); and visiting museums 19% (compared to 31%). Visiting friends and family can also be an important activity.

I will not spend any more time here on the analysis of these 2008 studies, so that I can keep within the time allotted for my lecture. I would like to highlight three areas which will be our main research focus in 2009, in terms of urban tourism. We will try to bring the statistics to life, so that they actually mean something, and to work on a way which will promote cities, since this is the work of ODIT France, as it is the work of tourist information centres and other bodies involved in the tourism industry. We still have margins of progress and of potential, and we will try to do more to attract more tourists from abroad and to develop this tourism as an activity which is an interesting economic area for France. We will do this by:

- (1) increasing prestige: the notion of modernity which may provide a contrast to the older architecture in the city centre.

- (2) focusing on the dynamism of the city: the city is always changing, up-to-date, renewed; it’s “where it all happens”, as the kids would say. This idea leads to the notion of a hierarchy of cities. It is the opposite of the countryside: the main reason for tourists visiting the countryside is to do nothing (41% of people visiting the countryside).
Conversely, people who go to the city want to do something. The city has a dynamic, even exuberant, dimension.

- (3) researching tourist involvement in cultural activities – the dominant characteristic in cities – which go hand in hand with service supply. A reminder of the figures: museums 31% and restaurants 69% of tourists. This leads us to break it down thus: that cultural supply on its own is not enough, the rest is also important, and indeed even more so.

Some extras to target the customers, and consequently the kinds of acts that are linked to them: for couples staying in commercial accommodation; a longer stay on the second visit; a more family-based tourism and non-commercial accommodation for tourists who go back to the same destination; a stopover (where the city is discovered by chance); and the tourism of local residents, something that is new and innovative for our surveys. To my knowledge, no-one to date has looked at local residents. We know that they don’t visit the museums or the gardens, but above all they use the services.

We can also see that tourists sometimes have an overall attitude towards the region, in that they might stay outside the city and may only go into the city once. Half of the trips are first visits, and mostly involve staying for just one night. Activities are centred in the city, and tourists prioritise doing cultural activities. But once they are in the city, what do the customers do? What is the point of researching public spaces?

You will have noticed that walking around the city is by far and away the main thing that tourists do, a fact which we must take note of. Walking is mainly done in public spaces, and it is this that makes us interested in trying to understand their role, organisation and the needs that they can meet. There was not much work done in this field before the publication that was produced by ODIT France. We can define public spaces as all the spaces that people walk through or where they gather, and which are used by everybody, as they do not belong to anyone legally but belong to the public domain, although exceptionally they are privately owned but have rights of access: these are public spaces at the foot of buildings, access areas, pavements, paths, meeting places, squares and monuments.

We have tried to target visitor needs and to split them into three main categories:

- Movement (explicit or implicit signposting) – walking following signposts. For the time being, few pedestrians have GPS for orientation.
- Taking pleasure in exploring somewhere: enjoying the culture and having fun.
- Getting access to essential conveniences and other services. You are well aware of the issue of services and opening hours.

I do not want to talk about explicit signposting. Implicit signposting involves a natural inclination to take routes which look pleasant. Tourist information signposts and information signs are also used for the pleasure of discovering a place (watching, admiring, learning, enjoying the culture). But how can we arrange it so that we emphasise buildings and places of heritage interest? Tourists are particularly attentive to how spaces and buildings are promoted, and how these spaces and buildings strike them when they are walking in the city’s public spaces.

What is revealed by the surveys is a need for public spaces to be clean and well-maintained. Well-being and consumption involve public spaces in the city centre, particularly places of consumption. We have to make it possible for people to sit down and relax to encourage people to stroll around the city, and so putting a bench every 400m or so means people’s physiological needs are met. This is essential and very important for tourists.
Some ways in which cities are organised to which daytrippers seem particularly sensitive can be seen, such as pedestrian access to roads, pedestrianised paths that tourists need to really soak up the atmosphere of a city, and finally the supply in terms of transport, bars and restaurants, culture and leisure activities. Things that need to be improved are, firstly, the ease of getting around the city by car and being able to park close to the city and the city centre, because 88% of French tourists come by car, as opposed to 58% of foreign tourists. Then it is a matter of how clean the city is, transport links, and finally organised events and suggestions of things for younger people to do.

Far from exhausting the subject, this talk is designed to highlight the experimental nature of this study. The most frequently used services relate to practical arrangements which make the visit easier; tourists can become tired very quickly and rarely wander off the beaten track. If life is not made easy for them, they go away or do not take in the city as we would like. These facilities are the same for everyone: tourists and daytrippers use all these facilities in the same way as someone who lives in the city.

From what we have noted, how the city is perceived by a tourist is more or less the same as how a resident sees it, particularly a local resident. The practical conclusion that we try to get across when we are consulted for producing documentation about urban planning is this: tourists have specific needs but, for their main needs, there is no point making a distinction between tourists and residents. However, it is often easier to observe tourist behaviour than residents’ behaviour, like using a magnifying glass in order to highlight the main characteristics that need to be respected when it comes to city planning. What tourists appreciate the most is linked to how often they need to use it: how easy it is to park and move around the city, how easy it is to access information, how long the queues are in shops, what the opening hours are, all the things that have been discussed elsewhere.

By way of conclusion, I would like to remind you that in 2009 we will be producing a practical guide which will involve giving recommendations, particularly in terms of marketing, about how to “sell a city”, so that added value linked to tourism can grow in France. In addition, ODIT France is not immune from general trends, and is merging with Maison de la France: you will only have one representative, a large tourism development agency. This will centralise information and make it easier, allowing a better link between tourism engineering and promotion that is guaranteed by ODIT France and Maison de la France. I would like this to mean more action in terms of city tourism. Thank you for your attention for what was a brief overview of a complex subject.
"The Qualicities label: A framework for progress and a European label for sustainable development"

The quality approach and the Qualicities label

The aim of the Qualicities® project is for historic European communities to make a commitment to the sustainable development of their cultural and natural heritage.

This involves assessing, implementing and preserving their heritage in a way which:

• improves long-term quality and efficiency,
• involves the community in promoting local sustainable development,
• is pleasing to both residents and visitors.

The Qualicities® project requires the community to undertake a collective responsibility for sustainable development in a way which explicitly brings together cultural, social, urban, economic, touristic and environmental aspects, working on a voluntary and proactive basis.

The Qualicities® project also needs the contribution made by its partners, both associations and private partners, for its strategy of sustainable development and preservation of heritage.

Lecture by Antonio Valentín
Environment & Quality Department, Evora, Portugal

I would like to introduce the concept of the Qualicities label, as it is used in the city of Evora.

Evora is in Alentejo, a region of wide plains in the south of Portugal. It is on the main road and will soon be connected by the new Lisbon-Madrid TGV. The district has about 55,000 inhabitants and the remains of prehistoric human life can be found here. The historic city centre is listed as a UNESCO Heritage of Humanity site. Evora is known for the quality of life it offers and the activities it undertakes to promote sustainable development.

Strategy of internalisation in Evora

Evora contributes to many international cooperation networks and enjoys cooperation with average-sized EU cities, cultural cities, and a decentralised cooperation with former Portuguese colonies.

In line with this approach, Evora joined the AVEC network in 2002. We contribute to many inter-regional committees and European projects that have been developed within the framework of the network. In particular, we were the lead partner on the European Qualicities project which was co-funded by the INTERREG IIIC programme.
In addition, the city applied for the ECOPAS project which is part of the INTERREG IV C European programme in January 2009. The aim of this project is to implement a European network of local observatories looking at the social and economic impact of investment in community heritage.

Why get involved in the Qualicities project?
Because Evora has a high quality natural and cultural heritage. Qualicities is a means of testing local efforts and comparing them with the international experiences of other cities. Finally, the municipality is undertaking a certification process for the quality of its services.

The aim of Qualicities is to create a strategy for sustainable development and a quality label. These will be used to promote cities and regions which implement the strategy and have been granted the Qualicities label.

The project partners have developed guidelines which contain a certain number of criteria that cities have to meet. Each candidate city must carry out a self-assessment and produce a local Qualicities progress plan.

I would like to show you a summary of these two documents that were produced for the city of Evora with the main examples of how these were implemented for each section of the guidelines.

The city is committed to an annual local progress plan, which covers the whole region down to the community, and is creating a local committee to manage the Qualicities label. The committee in Evora brings together the institutions which are most involved in heritage and municipal services (such as the environment and its quality, the historic centre and heritage, and tourism promotion), the regional retail association, and the National Institute for Architectonic and Archaeological Heritage Management, which manages listed heritage.

To comply with the communication criteria, Evora has set up an information system that uses SMS (text messages). Anybody can sign up online via the city council's website and then receive information about cultural events that are taking place in the area. Electronic signs have been put up in the city, and these show cultural or general information.

The city council recently began a public debate about the strategic plan and a territorial marketing survey to promote the Evora brand.

To comply with the accessibility criteria, Evora has created an interdisciplinary group for an accessible city, which monitors accessibility for people with disabilities. The city has implemented the URBCOM programme (Commercial Planning, funded by the Ministry of the Economy) which focuses on three issues: public spaces, commercial space and the organisation of retail areas. The city provides free parking on the outskirts of the city and has created a company called SITEE (Integrated System for Transport and Parking in Evora) to manage both transport and car parks. There is a minibus that links the car parks to the historic city centre. Parking and a return ticket to the city centre costs €1.

To manage our heritage, we have set up several plans, the main one being the municipal master plan. The city council has started a company for urban restoration and a master plan for the historic city centre; the heritage department has produced an archaeological charter and has made a detailed inventory of our heritage.

The Polis project aims to promote and create green spaces around the ramparts. The urban restoration company is currently following this project in the medieval Arab quarter of the city. Acropole 21, a partnership between the city council, the museum, the library, the retail association and the Church), will restore the oldest part of the city and the area of the historic city centre where the majority of monuments are found.
The museum and a former pasta factory – now the University’s Scenic Arts department – are also being restored at the moment, and a textile factory is now being converted into a 4 star hotel. These are a couple of very quick examples of how the heritage in the centre is being regenerated.

**To comply with the criteria of heritage development,** the city council and the university are training tourist guides and tourism managers. The city council is organising events for the general public and is responsible for hard copy and internet content to promote cultural events. It has created routes through the historic centre and in rural areas (alongside natural heritage there is also a very significant megalithic heritage). It is contributing to making people aware of both natural and cultural heritage.

**To comply with the criteria of local life,** Evora has joined the *Oralité* project (which is not part of the AVEC network). The city council has started municipal restoration projects for which it provides financial support, such as the “painted house” and the “wooden windows” used to restore the façades in the city centre. The city council provides reception services for tourists and the local people, and gives a considerable amount of logistic and financial support to associations which work to protect nature and culture.

**To protect the environment,** we are planning environmental management using territorial plans: a master plan for the town and other plans which focus on particular aspects, such as the Rural Space Intervention Plan (for an area listed as a Natura 2000 site). There is also a forest protection plan and a local agenda 21. Every month, the city council organises a meeting of the municipal committee responsible for the environment. In addition, recycling collections are organised by state-owned companies and by private initiatives.

**Ongoing improvements is the last section of the Qualicities guidelines:** this encourages cities and territories to maintain their efforts.

Examples of improvements organised by the city council: a book where people can register objections is kept in the city hall (this is compulsory for all city councils in Portugal); a digital archive for texts and pictures that is used to record information from different departments.

In addition, an electronic self-assessment can be found on the Qualicities website. Cities which have the Qualicities label must update their progress plans every year.

Antonio Valentim thinks that the Qualicities® initiative is ambitious when it comes to cultural, built and natural heritage, as there is an assessment process before and after the label has been granted. The city of Evora has found that the most positive aspects of the initiative have been sharing different experiences, and the exchanges with different cities belonging to the network and between municipal services.

He gives an example from Portugal of the European “blue flag” association which created the ECO XXI “green flag”, a label of environmental quality. The principle behind this is the same as that of Qualicities, applied to environmental heritage, and that Evora revalidated in 2006.
DISCUSSIONS WITH THE FLOOR

**Dominique Irvoas-Dantec, Director, Rennes Metropolitan District Tourist Information Centre and Conference Bureau; Secretary General of CNPTU**

I wonder whether Amandine could give us the exact date when the *Qualicities* label was set up – yes, it was thought to be a very good European project – and the list of cities which have this label.

**Amandine Léopold, Organisation and Development Coordinator, AVEC network**

The *Qualicities* label, shown here by the city of Evora, a city which has applied it in practice, was set up in 2005 with fifteen or so European partners. This lasted for three years. In 2007 it received an award from the European Committee of the Regions for its relevance, because it really responded to a need encountered by historic European cities. It is operational today and we are trying to improve both the services offered by the cities and the support given by the network.

To date, six cities have been awarded the label, including the Portuguese city of Evora and the three French towns of Arles, Pézenas and Vienne (south of Lyon). Others are going to enter or have begun the label’s approach: the city of Birgu in Malta and the Belgian city of Anderlecht. Today the assessment phase of the label is being carried out, and the first audit has been completed. The cities have tried to apply, or at least prove, their commitment to each of the criteria shown in the different sections of the talk about the city of Evora. It is a non-specialist label in that it focuses on the management of heritage in historic cities which affects tourism, communication, the environment, transport and signage. The first audit was carried out in these first six trial cities so that the commitment to implementing this project could be assessed. Within the framework of the follow-up audit, we will check whether the label works on a day to day level, and whether the project is really feasible.

As shown in the case of Evora, the returns are positive in terms of municipal services. In fact, this often only involved improving the quality of the reception services at tourist information centres. Now, municipalities know the principle which requires them to work in synergy (residents, associations, heritage-focused businesses) and this means that relations in the city can be decentralised. It is true that it is too soon to measure whether the commitments made and the actions that have been taken have had an impact on user satisfaction.

**Jean-Pierre Boeuf, Director, Arles Tourist Information Centre**

I don’t think I am betraying the thoughts of Christian Mourisard, the president of AVEC, and director of the tourist information centre and deputy mayor for tourism in the city of Arles, when I say that *Qualicities* is a European label for sustainable tourism management. An adventure for the cities that belong to the network, an extremely ambitious approach, implemented with the administrative management from the city of Anderlecht, the lead partner of the project. We had set out the specifications and then contacted a well-known independent body – the French national standards organisation AFNOR – to ensure that it was managed efficiently. AFNOR is also the certifying body. It is a very similar methodology to the one used by reception services in tourist information centres (all 4 star tourist information centres must be AFNOR certified). But the approach is all the more complicated because the whole city is involved in the management of heritage.
Théodoulitsa Kouloumbri, tourism coordinator, Saint-Denis Plaine Commune District Urban Community

I have not really understood how this label is part of the INTERREG and ADEREC IV C framework. We all have experience with labels, but how can we involve local people? I work in a suburb near Paris: what link can we make with local development? And what is the real impact in terms of job creation, activities and economic repercussions?

Antonio Valentim

Qualicities is a method, a commitment made by a city. If you want to develop trade or the craft industry, you have to define it in your plan of objectives and comply with the criteria in the guidelines. The audits will check this. I don’t know exactly what the assets of your area are, but each city and each territory has its own dimension and its own specific heritage. The guidelines are flexible and sufficient for each city. In our project, our aim was to have partners from different regions in Europe (Baranya in Hungary is our partner who is furthest away from us). All the partners were very different. The guidelines are sufficiently flexible to adapt to each individual city in a European context. In terms of application, Qualicities was a project funded by INTERREG III to create the label and to set out the awarding criteria. There is no more funding for this any more now because the process of creating the label has been completed.

To answer your second question: each city decides for itself. I have shown you the example of our local committee. Each city has joined with the most relevant institutions and services to meet its heritage management objectives. So, in our case Evora teamed up with the city council departments because city councils in Portugal have a very wide reaching scope of competences, and we also routinely involve relevant bodies in our discussions.

Amandine Léopold

The Qualicities approach involves participation. It requires us to work together with residents, local associations and businesses. For each of the criteria and depending on what it involves, we need to call on neighbourhood and residents associations, businesses, municipal services, etc. If we take the example of accessibility, whether we are talking about Evora, Arles, Pézenas or Anderlecht, the approach involves the four types of disability. Obviously there are links between the municipal services and disability associations, and departmental or regional groups who can help with this, professionals and people working in the hotel industry, and so on. To meet the requirements of the guidelines, we really have to listen to players in the local area.

Question from the floor

My question is for Jean-Pierre Boeuf. What position does the Arles tourist information centre take on the transversality of the Qualicities approach?

Jean-Pierre Boeuf

We are active partners within the local committee. During the last two terms of office of Arles town council, heritage and tourism have been led by just one person, Christian Mourisard, the deputy mayor for tourism. He was responsible for organising the project and for putting the wheels in motion. Heritage is not the main focus of the tourist information centre. It is a project that is shared with my colleague responsible for heritage. Within this framework, a local committee has been set up, on a dual basis with two people who have the time. This approach has meant that the
departments which used to share a space but did not work together now have a shared policy. For example, with the management of the technical department, processes have been put in place for matters affecting road maintenance. The protocol means that these problems are discussed together to find solutions which would avoid situations happening again. It is an ambitious project which needs improvement, especially in a city like Arles (the biggest commune in France with 1,500 employees). But in the same way that we have had success with the AFNOR standards, it is possible to integrate these new methods which will benefit our children.

Dominique Iervoas-Dantec

Perhaps we can hear how the Qualicities label has been used in Vienne?

André Hullo, Municipal Councillor responsible for heritage, Vienne

Vienne came late to protecting and managing its heritage. Because we made a commitment to the Qualicities framework, we have been able to make up for lost time and catch up, and we were awarded the label in 2008. This process meant a transversal approach working across different departments – and today we are continuing to work in this direction. This is a success for heritage, because we launched a 15-year heritage plan for regenerating and restoring old buildings. The city is changing in an amazing way. We have taken part in Qualicities since 2004 and this has brought us a great deal.
“The re-functionalisation of space in cities: the role of the 2006 Winter Olympics in Turin”

Lecture by Mario Burgay
Director of the Tourism & Sport Department, Province of Turin, Italy

The challenge of the Olympic Games

When the Olympic Games came to Turin, the city, the province and the Piedmont region had a shared intention to diversify their economy so that it was no longer exclusively dependent on industry, and on the car industry in particular. This is where the description of my talk comes from: “The re-functionalisation of space in the city and province of Turin”.

So what were the challenges of hosting this event? Hosting the Olympic Games is not something that happens everyday. The success of the Games was obviously the main goal to achieve in front of the whole world, and meant that the competitions, safety and transport all had to be managed perfectly.

Problems with the tourism sector in the province of Turin

Adding value to and promoting the image of the region was paramount: the Olympic Games brought a large increase in the number of visitors.

Turin is actually a grey industrial city which is surrounded by industrial plants. It is a bit like what I think Detroit looks like: it might be a wonderful city but I think of it as an industrial city.

Yesterday some colleagues who had visited Turin told me about how pleasantly surprised they had been: the city is not just about “go to work-work-sleep”. It was the capital of the Duchy of Savoy, replacing Chambéry in the middle of the 16th century. The Dukes of Savoy created a European capital, using territorial marketing (before the term even existed) and image marketing in relation to other European kingdoms. The department of Savoy became part of France just 150 years ago. Turin was then the capital of this State, then the capital of the Kingdom of Piedmont-Sardinia, and for some years was the capital of the Kingdom of Italy. So it was a European capital city which had a heritage that was worthy of its status, but which is not something that we promoted until now.

The Reggia di Venari, the royal residence of Venaria (a city close to Turin), has benefited from its heritage being restored, thanks to European funds, like all the royal palaces around the city. The gardens at Venaria were created by Le Nôtre, the man who designed the gardens in Versailles. In the 1950s, the palace was nearly destroyed so that social housing for workers at the Fiat factory could be built. Even the people of Turin didn’t know that this exceptional heritage existed!

The challenge of the Olympic Games was to show the world that we were not only people who worked for Fiat, but that we could solve problems in the tourism sector.
What are the problems?

There is a mountain product, but the mountains in the province of Turin actually lie 80-90km outside the city. For a long time the people of Turin have had their holiday homes there and business people who have links with the industrial activity of Turin have had homes there.

Because of the economic crisis, the type of tourists who came to the city changed. The crisis actually caused a drop in this kind of tourism, in favour of leisure tourism.

Business tourism evolved to focus more on conferences. In the 1990s, the main institutions in the province, region and city chose to concentrate on tourism as something which would set them apart from other areas.

According to the statistics, tourist numbers were stable for the first few years, despite the investment. But this stability is linked here to the drop in industrial tourism, which was balanced out by an increase in leisure tourism.

The area lying between the city and the mountains was not a tourist area. In the north of the province of Turin, there is the Aoste Valley and the Mont Blanc tunnel. The mountains to the west were used as the site of the Olympic Games. The city of Turin hosted the ice competitions. The Pô, the longest river in Italy, crosses Turin and it flows through Piedmont in a regional park. The areas around Turin, in the centre of the province, are hilly and are used for agriculture.

The project aimed to make the Olympic Games an economic driver, and not simply a festival of sport.

There were many people involved in this: there was of course the Turin Organising Committee for the Olympic Games (TOROC), the province, the region of Piedmont, and the cities hosting the competitions (the Games were spread out over six cities).

The Olympic Games was a good opportunity to diversify and to improve the market position of the mountain product.

The mountains

The aim was to put these resorts on the international market, even though they were only resorts in Turin, and to strengthen their image of winter tourism: we had benefited from it to improve the quality and winter deals by putting a similar effort into summer tourism, with the focus still on sports (lots of cycling, hiking, etc.).

It was also necessary to re-evaluate our reception facilities. An Austrian technician who had come for the Olympic Games took photographs of the ski lifts. These looked like the ski lifts that Austria had in the 1950s! This was the standard of our facilities at that time. The investment that was made for the Olympic Games meant that big improvements could be made to the ski lifts, and this in turn meant that the image of the region was also improved.

To do this, strong partnerships were made with the organising committee, which had a “links with the region” department. The province brought together all the departments that were involved, including the departments of tourism, transport, communications, highways, and so on, in order to make sure that the results would benefit the area and the economy, and not just sport.

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3 An organising committee must be implemented in each site which hosts the Olympic Games.
A total of €1,200 million were invested for the Olympic Games. In addition, other works were given funding at that time: in particular, the Turin-Pinerolo motorway that was started 15 years ago was finished, and this meant that other facilities could be reached. These included certain infrastructures in the valleys which were not involved in the Olympic Games and secondary projects such as the Suse Valley aqueduct.

Naturally we were able to promote the mountains used for the Olympics, but we also managed to promote the local tourist destinations which were popular in the 1920s and 1930s (the rich people of Turin had their art-deco villas built in these mountains and used to spend long holidays there). This kind of tourism was hit hard because of the changes to models of tourism consumption and the increase in competition from other parts of the world. The tourism restructuring project therefore aimed to develop a new product which was diversified in terms of the “Olympic mountains” by creating smaller and more intimate resorts which aimed to promote local tourism. Prices that were not the same as those in the large winter resorts were set so that the ski lifts would be used all year round and so that the social purpose of the lesser-known winter resorts would be maintained. The objective was to keep the residents in the mountains and to keep the area going.

The mountain communities in the valleys that were not being used for the Olympic Games therefore benefited from a reclassification plan for their tourist supply of winter sports.

**Between the city and the mountains**

Despite its rich heritage, the area between the city and the mountains was not somewhere that tourists went. Some cities have preserved their interesting historic centres. The cities have between 10,000 and 30,000 inhabitants. Once a year, the cities would show off their monuments during the “Cities of Art” open days which encouraged the local residents to find out more about their heritage. When the province of Turin became involved in the AVEC network about 10 years ago, it was able to provide a way of creating the città di charme (city of charm) network where the charm is a marketing image and in particular an objective we are trying to achieve.

We have challenged the cities to become real tourist cities. Candidate cities were chosen according to their tourism resources and services. A political interest was required to invest in tourism. In the municipal budgets, it is difficult to take funds from social services to repair roads so that they can be charged to tourism. But for us it was an important aspect. We have done the training and have ended up with a product, a network.

We have recently launched a campaign with professionals in the tourism and incoming services industry: the hotels which are involved in it have agreed a 40% discount on their room prices and the restaurants a 20% discount for people who are spending at least one night in their city. Today this network has 12 small cities and offers an integrated product which means that tourists can extend their short breaks in Turin. With the Savoy residences and their heritage, these cities have a diversity to offer tourists, as well as the mountains which are only 15 minutes away by car.

**The city of Turin**

Turin was a business city but its function as a tourist city was redefined when there was a change in tourist typology: business tourism was replaced by leisure tourism. It is clear that the quality of the accommodation was the primary concern for business tourists, as they don’t often have the time to visit museums. But the requirements for leisure tourism are different: for example, a need for quality hotels but at affordable prices, museums which are open, organised tours, and planned tourist routes. In Turin in the 1970s, hotels were closed at the weekends: there were no guests because people only went to Turin for work.
We fortunately still have some business tourism today but we also have to offer a round-the-clock supply which is appropriate for independent, spontaneous or family-oriented tourism.

In order to do this, we have to improve, promote and tailor our reception services to the individual. Turin therefore launched a road map for strategic planning. In 1995, the city adopted the piano regolatore, the city development plan, which had three main goals:

- The reorganisation of the region, which works in tandem with the change in the city’s tourist vocation. Services and infrastructures have to be built in order to restructure internal mobility.

- *Il passante ferroviario* (the railway link) is a large-scale project which involves covering over the railway loop (this is currently in progress). Two parts of the city which had been separated will be reconnected and this will generate links between parts of the city which never used to have any contact. When this project is finished, it will leave room for a 13km long walkway from the North to the South and this will be decorated with works of contemporary art by artists such as Penone and Mertz. The first metro line has been created. Turin did not have a metro, although Mussolini did leave space for it underneath the main street. But since that time no-one talked about it. The first line goes from the city of Collegno which is just outside Turin, past two stations, and arrives in the Lingotto, which will be the conference, convention and exhibition centre for Turin.

The public transport and parking facilities have been improved. A start has been made on the urban redevelopment, including the spina centrale, the city’s former industrial area which runs alongside the railway line and which is lined with disused factories. All these areas have been converted for services or residential developments.

- As well as the infrastructure needed to host the Olympic Games and the sporting facilities, Turin has plans for the suburbs too. The suburbs are being redeveloped to convert the commuter areas into pleasant and multipurpose spaces. These represent the large expansion that took place in the 1950s and 1960s when the population of Turin reached 1.3 million (today it only has 900,000 inhabitants).

We have considered how to reuse the Olympic facilities. The Torino Olympic Park (TOP) was built for the Olympics and owns all the facilities, even those that are most difficult to use for other purposes. For example, the bobsleigh runs are extremely expensive, even when they are not being used. The runs have ammonium hydroxide for the ice and this has safety implications.

The financial investment for the Olympic Games came to €1,200 million, and half of this was for the city of Turin alone. We have preserved our tangible heritage with it, such as the buildings for the fairs and conventions and have converted the Olympic infrastructure into housing. The Olympic villages have become university colleges and public housing. But there was also an intangible heritage, in terms of the city’s new image at home and abroad.

So what was the effect of this intangible identity that the Olympic Games brought to Turin? The city has become a centre for big events. During the Olympic Games, the city showed that it had an infrastructure and that it was capable of managing an event as complex as the Olympic Games. This is a very strong asset when it comes to applying to organise other international events. Following the Olympic Games, Turin was then the world book capital and the headquarters of the Chess Olympic Games in 2006. It hosted Les Universidades in 2007, was the Torino World Design Capital 2008 and hosted the World Architecture Festival in 2008. The Turin Shroud exhibition will be held there in 2010. It will host the European Science Forum 2010 and will host the events that are being held to celebrate the 150th anniversary of Italian Unification in 2011. In addition, there are many very prestigious annual events in Turin, including the Terra Madre food exhibition, the Torino Film Festival
and the Turin book fair. It is clear that the international scope of the city is no longer limited to Fiat, its international company.

The new challenges lie in transport: finishing the first underground line and building the second line. Plans for the Turin-Lyon TGV line are being put in place. The Turin-Milan TGV is linked to the Milan-Rome TGV and therefore to the Italian TGV network which is being built. Italia 150, the 150th anniversary of the unification of Italy, will be a major event.

Alongside all these structural changes, there has been improvement in the hotel industry, both in hotels and in accommodation such as guest houses. We have also provided training for tourism professionals and taxi drivers, giving them English lessons, providing information about the region (such as history, culture, events and shopping), and training in reception services.

The province of Turin has therefore had a determining role in how the region has developed. The results in terms of the number of overnight stays tell the whole story: 3 million in 2000 and 5.3 million in 2008, which exceeds the peak in 2006 which was linked to the city’s hosting the Olympic Games.
Our company specialises in territorial marketing, tourism and identity (33 identity studies have been carried out into territories in 4 years).

Urban and cultural tourism is at the heart of tourism and at the forefront of its development:

- Tourism and culture supply is still concentrated in cities (53% of hotels and 71% of tourist accommodation in the country, the majority of tourist and conference facilities, and the majority of cultural heritage, with the most prestigious heritage being listed as a UNESCO site).
- Urban tourism is where the majority of tourism consumption takes place and produces an increase higher than the market average (40% of tourism consumption in France for less than 30% of nights spent by French and foreign tourists).
- Cities are increasingly becoming the natural “physical gateways” of tourist destinations and their accessibility is improving because of developments in transport. Accessibility by train is improved with the TGV and accessibility by air is improved with the low-cost airlines.
- Cities are the expression of France’s “living” culture (versus the heritage of the past), in line with tourists’ new expectations in terms of discovering and sharing, and this much more so than before.
- The reputation and image of cities are growing, in particular in relation to tourist départements or regions. Here is an example of the buzz around the cities which dominates the web:
  - Rennes has 25.8 million citations on Google, compared to 6.9 million for Ille-et-Vilaine (48.2 million for Brittany as a whole).
  - Lyon has 122 million citations, compared to 43.8 for the Rhône and 30.7 for the Rhône Alpes.
  - Strasbourg has 50.2 million, compared to 7.2 for the Bas-Rhin and 36.6 for Alsace.
  - Toulouse has 68.3 million, compared to 7.7 for the Haute Garonne and 23.6 for the Midi Pyrénées.
  - Marseille has 59.2 million, compared to 8.4 million for the Bouches-du-Rhône and 32.3 million for Provence-Alpes-Cote d'Azur.
  - Lille has 53.5 million, compared to 11.2 for Nord Pas de Calais.
  - Cannes has 52.8 million, compared to 7.7 for the Alpes Maritimes and 23.5 million for the Côte d’Azur.
- In terms of France's image abroad, “culture-dominant tourism” is the first thing people think of, and short breaks the second.
• Cities are increasingly setting themselves up as the “identity gateways” of tourist destinations (where the local identity is strong, of course) in their supply as in their “concept”. Some example are:

  - “Dijon: capital of Burgundy”;
  - “Mulhouse: another way of enjoying Alsace”;
  - “Marseille: Gateway to Provence”;
  - “Reims: the town of Champagne”;
  - “Nantes: a breath of Atlantic air” / “Gateway to the Loire Valley and Brittany” / “Nantes: Muscadet country”;
  - “Lyon: Beaujolais and the Côtes du Rhône”;
  - “Rennes: Brittany’s capital: an essential place to visit for a better understanding of what it meant to be Breton in the past and what it means today”;
  - “Angers: Gateway to the Loire Valley”;
  - “Rouen: the Normandy of the Impressionists”;
  - “Metz: home of the Mirabelle Festival”;
  - “Reims: Christmas in Champagne”.

• The supply is competitive compared to other cities in Europe:

  - It is in the heart of Europe, and very near the largest population areas;
  - It has excellent accessibility for different customers in Europe and France’s main “tourist hubs”; it is very well situated;
  - It has a wide variety of themes that are essential for short breaks (business tourism, gastronomy, art and culture, best supply in Europe (with Spain) of “World Heritage of Humanity” – listed heritage in the cities and nearby area – a good way of life, a supply that is representative and offers interaction with the residents, etc.);
  - It offers reasonable prices within a growing market (weekends off-season);
  - 84-87% satisfaction rate according to different nationalities, except for German tourists whose satisfaction rate is 70%.

• Urban and cultural tourism – particularly in terms of city breaks – is the expression of a new form of tourism and a new form of tourist demand:

  - Huge increase in the number of departures and short breaks / less than 3 hours away;
  - Market-leading customers whose numbers are increasing the most: those who belong to the upper socio-professional category, single people, people who live in the city (84% of European tourists will live in cities by 2012), senior citizens (50% of world tourism), business, current market leaders: Great Britain, Germany, Italy, Spain, Netherlands, Belgium, USA and emerging tourism countries (e.g. China). 54% of Europeans go on short breaks;
  - Choice, adaptability and great flexibility of supply (successful “tailor made” holidays and dynamic holiday packages);
  - Internet-proficient customers (the biggest number of users of the internet, Web 2.0, blogs and social networks). In Europe the number of people who have the internet waviers between 50 and 70%;
  - Quest for meaning (learning and personal development, sharing and exchanging with local residents, finding out about new cultures and identities, having emotional “experiences”, etc.);
  - Quest for something new and unusual (e.g. extraordinary development of websites which show you how to discover the city in different ways).
• Huge increase in competition between European cities, especially in terms of urban and cultural tourism:
  - Tourism is becoming widespread in European cities;
  - A new kind of competition, centred on urban and cultural tourism in emerging tourist destinations (e.g. Eastern Europe, Scandinavia, the former Yugoslavia);
  - Some European cities and tourist resorts are redefining themselves as short break destinations.

Tourism has entered into a period of hyper-competition, where the supply is higher than the demand (growth is twice as fast).

A new form of tourism and culture marketing is currently being implemented and this is based around the internet and Web 2.0.

A new form of tourism and culture marketing is on its way

1. Marketing “hyper quality”:

• “Exceeding quality to reach excellence”, in particular:
  - Widespread use of quality control (there won’t be any average hotels any more);
  - Integration of sustainability, often focusing on protecting the environment, with criteria that can be understood at an international level;
  - Improved quality of information;
  - Consideration of customer reviews on the internet;
  - Funding for intangible elements (e.g. branding, promotion) in public funding criteria;
  - Implementing practical “action learning”;
  - Communicating quality marks and quality guarantees;
  - Integration of sustainability, often focusing on protecting the environment, with criteria that are internationally understandable. An example is TripAdvisor which offers short breaks according to how much fuel is used to make the trip. Sustainability is not usually a factor in tourism development plans, but marketing is making increasing use of this now, with sustainable quality guidelines such as the ISO 9001 Valais Excellence label in the canton of Valais (Switzerland) which is given to companies that provide environmental information and employ local people. National Geographic Society – Center for Sustainable Destinations.

• Urban and cultural tourism can establish itself as the most sustainable destination:
  - Provides the optimum balance of residents and visitors;
  - Uses public transport (e.g. the train) the most;
  - Has the highest and broadest average impact in terms of business and activities, regardless of the reason for the trips;
  - Is most able to enhance and promote the region’s products and assets;
  - Leads to the most contact between residents and visitors to the city (a tourism that promotes sharing and involvement);
  - Has tourist numbers which are the most balanced over time (spread out throughout the year), over space (providing the best support to the area around or next to it), and in terms of clientele (a mixture of tourists in terms of their profile and where they come from, young and old, individuals and groups, leisure and business tourism, etc.);
  - Creates the most number of sustainable jobs per year and has the lowest rate of seasonal employment;
  - Leads to the most progress and enrichment for people, both residents and tourists.
• A few examples of how the quality of information has been improved:

- The example of how the level of noise is measured on Noisemapping when it comes to choosing a hotel.
- The example of the Toulouse Urban Hist multimedia urban mapping, which is a heritage geographical information system which the general public can access. The system contains more than 16,000 documents and 10,000 images of buildings in Toulouse, all of the excavation sites (1% of the city), and a cadastral map of the old centre of Toulouse dating from 1680.
- The example of the San Jose Tech Museum of Innovation. Since 2005, it has made use of Radio Frequency Identification (RFID) technology. A computer chip is embedded in a bracelet given to visitors when they enter the museum and those who want to can swipe the chip at a special station that is linked to a work of art or an attraction within the museum that appeals to them. The serial number is then registered on the museum’s server. After the visitors have gone home or back to school, the visitors can take their serial number from their ticket on the Tech Museum website and can then retrace their steps around the museum and access additional and personalised information, depending on the attractions that they visited and recorded in the chip’s memory.
- The example of CallACab (developed for Google Android). The software locates the person who makes the call and can find out where the nearest taxi is. The person then just clicks to call the taxi.
- The example of the website for the Château de Versailles: visitors to the site can take a virtual tour of the castle’s Glass Gallery.
- The example of LifeClipper in Basel: visitors can walk through the city as though in a video game or on a cinema set. The scenario, the virtual scenery and the sounds change according to the part of the city you find yourself in. Here the term “guided tour” takes on a whole new meaning.
- The example of CityZeum which was developed in partnership with French telecoms company SFR. The service is available on the operator portal and allows users to see their geographical location and to find out which tourist sites are in the area. The website contains 392 guides, 38,322 tourist sites and hotels, and 1,700 mp3 audio guides. More than 15,000 people are registered as members of the CityZeum community.
- The example of the Château de Versailles reviewed on TripAdvisor: after accommodation, the review then assesses all the cultural and leisure possibilities.
- The example of the review of the Château d’Amboise on CityVox.
- The example of the page on the London tourist information centre website which is dedicated to TripAdvisor: the website has a “People like you” section with a heading that takes the user to a page dedicated solely to opinions taken from TripAdvisor.
- The example of YouTube videos imported directly into the Copenhagen tourist information centre website: residents giving their suggestions of good things to do are recorded and the videos are uploaded to YouTube. The videos are then made available on the tourist information centre website.

2. Brand marketing that generates more added value: marketing with meaning

• Based on the identity of places and sites
  The example of a chromatic scale using a region’s identity.

• In a strategy where there are stronger brands and a return to a more person-centred tourism (residents, employees, tourism professionals and clients), a new form of tourism and culture marketing is emerging. Some examples are:
- The city of Amsterdam where you can see the “I Amsterdam” slogan in human-sized lettering in the city.
- The city of New York.
- The Museum of Modern Art in New York which has created a series of You Tube videos with 30-second reports where the people who work at the museum talk about their job, introduce a work of art or their thoughts about the museum. This gives visitors a glimpse behind the scenes of the museum.
- The website TravBuddy is a collaborative exchange website. The website is a place which brings together all types of tourist information (e.g. blogs, personal experiences, TV, photos) provided by residents and visitors to different destinations.
- The website Like-a-local.com offers tourists the chance to have unique experiences in the main cities of Europe (with reviews given by people who have already experienced them). Examples of the experiences offered: “Meet a local and be surprised by their secret addresses in the city” / “Live in unique places; from a houseboat in Amsterdam to a loft in Barcelona” / “Dine with a local in their home, taste and experience the local atmosphere”.
- On Facebook there is a TripAdvisor “Cities I have visited” application which allows users to share their suggestions of things to do in the cities they have visited with their friends (there are 1,607,589 active users of this application per month).

3. More use of affinity marketing

“Hybersegmentation” marketing, particularly:

- Organised around the motivational worlds of the communities to which the target customers belong, how the supply is structured and described for promotion and communication purposes, and around the price policy and how the players in the tourism sector are organised. An example of this is the South West England tourist information centre website. The home page takes the user to thematic sites with different graphic worlds.

- With a personalised approach that has a broad range of supply. An example is the Ving search tool for destinations and hotels (Swedish tourist information centre). The user chooses all the parameters (such as price, temperature, shopping, tours and trips, entertainment) and the search facility suggests destinations and hotels that match the user’s criteria.

- Focusing on new clients, particular types of clients, weekends and off-season (sustainable strategy, cheaper supply, according to current hotel supply in cities, etc.).

4. Personalised marketing

- Based around the internet and new technologies:
  The example of the approach used by the Soho Grand Hotel: the General Manager sends a personal email to all guests after they have stayed in the hotel. He asks them to review their experience on TripAdvisor if it has been a positive experience, and to write to him directly if they have something negative to say. (This example was provided by Mr Charron, TripAdvisor’s Managing Director (Europe) at the ‘PhoCusWright@ITB Travel Technology’ conference in Berlin, 8 March 2007).

- A customer loyalty policy based around “communities”, promoting the idea that the customer has the feeling of belonging to a club:
- The example of the New York Museum of Modern Art Facebook page, with 138,504 members. The museum announces its exhibitions and events that its members can review. There is also content posted on other social network sites, such as its new photos on Flickr.
- Commercial sites buy out collaborative sites (e.g. Expedia buying out TripAdvisor).

- Fun, interactive, collaborative and 'viral' communication:
  An example of this is the ‘Lost Code’ game set up by the Museum of Civilisation in Quebec. The competition involves visiting three historic places in Quebec as a kind of quest game. The player takes on the role of an agent who has to carry out an investigation to find a historian who has vanished, and the player is given a sidekick – the scatty professor Léon Groleau – to help him with this quest. The player has to solve riddles using the zoom and camera moving tools.

  - Messages which "tell the story" of a destination and give customers the chance to share in a unique experience.

5. Partner marketing: ‘Co-marketing’

- Widespread pooling of 'back office' resources, including databases, image libraries, customer loyalty software, benchmarking and monitoring.

- Organisation by expertise with tourism professionals and experts working within a network.

- Actions to win over customers by affinity and by “cooperating” in building, promoting and marketing the supply with other sites and regions, producers, distributors, competitors and customers.

  Three examples:
  - The partnership between OpenTable and the New York tourist information centre: the tourist information centre website allows users to book restaurants online by redirecting them to the OpenTable website, the restaurant reservation service.
  - The Spanish specialist tour operator CCEE: a white label offering that has an exclusive partnership with NRJ group. It provides the different targets for the websites of four French radio stations (NRJ, Chérie FM, Rire et chansons and Nostalgie) with travel deals adapted as dynamic package deals, according to the music and cultural events (e.g. concerts and festivals) that each station promotes.
  - Center Parcs and Lastminute in the UK: British internet users can now reserve a holiday at one of the four Center Parcs locations in the UK online via the Lastminute.co.uk website, instead of having to go to the Center Parcs website itself.

  - Development of new strategies for branding (e.g. licensing, co-branding of regions and products, etc.).

**DISCUSSIONS WITH THE FLOOR**

**Question from the floor**

I am concerned that the service optimising and hospitality marketing you have described will reduce the human aspect of tourism.
I think it’s the exact opposite, but I have not managed to convince you and show you that. When you put a resident in touch with somebody from outside, it is a case of antiformatting in terms of the professional tourist guide: the unexpected happens, exciting encounters take place. Perhaps you would be convinced if you saw this in action. What do you do when you come back from holiday? Do you say to your friends, “I went to Venice, I’ll tell you all about St Mark’s bell tower” – No! You say, “I know this lovely little bistro” or “I found this great thing. Get up at 6am one morning and you’ll see the sunrise”. You talk about tourism, but you don’t describe it: people working in tourism describe it. This type of marketing talks about tourism. I can tell you where to find places which tell you about the unexpected, the unusual, the secret: a secret Montpellier that the guides don’t tell you about. You always say to your friends, “Make sure you don’t take me to a touristy restaurant”. It’s exactly that. On the contrary, I think that something is moving in the direction you want it to go: strengthening human passion.

Théodoulitsa Kouloumbri, tourism coordinator, Saint-Denis Plaine Commune District Urban Community

In St-Denis we had a situation like the one in Turin when we had the 1998 football World Cup. How did you promote the industrial heritage as living memory? What were the actual economic consequences for Turin, where the population has decreased so much?

Mario Burgay, Director of the Tourism & Sport Department, Province of Turin, Italy

This is a very complex matter that I did not deal with exhaustively in my presentation. The link with the people was established via the TOROC organising committee and the groups representing the residents, unlike some large events which prevent other people from getting involved. Making contact with the residents was our priority. If we take an example which is not to do with Olympic Games, but is topical: the TGV in the Suse Valley was held up for many years due to a lack of dialogue. The former Berlusconi government wanted the works to begin, but it was a total disaster and there was a revolt. Then an observatory that brought together the local communities and the organisations’ representatives was set up. Gradually they came to an agreement. What we are looking to do is to bring together investment, infrastructure and training for tourism professionals (training for taxi drivers, quality standard systems for hotels and guest houses, and for restaurants, etc.). Some areas of industrial wasteland have been cleared and replaced with housing, and other areas have been preserved but with a new purpose: the officina grande motori, the workshop where large railway engines were repaired, has become a large cultural centre. The chamber of commerce has developed industrial tourism projects. So tourists can visit high-tech industry sites (e.g. aerospace, research centres).

Dominique Irvoas-Dantec, Director, Rennes Metropolitan District Tourist Information Centre and Conference Bureau; Secretary General of CNPTU

It would perhaps be interesting to hear what Stéphane Juguet thinks of Joël Gayet’s talk, as he talked about the city breaker, among other things, yesterday.

Stéphane Juguet, Anthropologist, "What Time Is It?"

I will try to reply on the spot, by trying to make a link with the first question. I feel that there are two approaches in direct opposition, and these can be found in the sphere of mobility: hyper mobility and
alternative mobility; I think that true mobility is the ability to operate between the two worlds of hyper mobility and alternative mobility. Your presentation suggested that we are going to live in a world of hyper connection, where we are in a relationship of hyper-media. On the other hand, in your response, Madam, you spoke not of a media-based tourism but of an authentic tourism, a relationship which involves less media and is more immediate. I think that's interesting because there is a tension between these two notions: a tourism of hyper connection versus a tourism of disconnection. I don’t think we should forget that we can of course have all these tools, but that when we are on holiday we might want to escape from these links and technology networks which maintain the link with everyday life. At the same time, I also appreciate having access to digital services.

These are two inviolable aspects, neither of which should be overstated. My second comment is this: take care with how you perceive the city breaker! You characterised the city breaker as a person who belongs to the upper socio-professional category, and this is not true of all city breakers. Otherwise, we would create a supply solely for people who had the money for it, which would lead to a two-tier tourism: on the one hand, the people who would not have access to digital technologies, and on the other hand those who would have access to them, and would enjoy access to this emptiness, this ability to create a vacuum. These people have expectations, but we should not forget those who don’t have access to digital services and who also have a right to take their own city breaks. I really enjoyed your lecture, as well as the one given by the person who has made me think about these issues. In my field – that of mobility – I am “fighting” against a “liberal” drift which would condemn us to hyper mobility. I am claiming a right to alternative mobility, a slower pace, contemplation, and not only a right to speed and performance.

Joël Gayet

Overall I would agree with what you have just said but I don’t believe in the two different aspects because I think they are the same thing. I totally disagree with separating them in this way. On a factual level, we are becoming connected more and more to reach 99% connectivity, a development that I think is very positive. But I’m not turning a blind eye to the negative things you mentioned. This is what I think the challenge is: can we disconnect ourselves or not? Yes. It is an extremely interesting debate, but connection is first of all the improvement of information. I think that the more information there is, and I am speaking about democracy more than tourism, the more we are in a position to judge.

But the question then is: “Can I be disconnected?” In the USA, running counter to the Big Brother trend, there are tools that can prevent mobile tracking by deleting the user’s name from the databases. But as for the connection-disconnection debate, I completely share your concern and your comment. My second point is this: I am currently working in Brussels. There the problem is that there is an enormous gap between the people who don’t have any means and are disconnected from everything, and an extraordinary amount of development which benefits well qualified people. I am working on an overall strategy for the Brussels-Capital Region. How can we make the unemployed people part of this development, and what role can they play? We can see a parallel between this experience and the one in the areas of Northern Paris where guided tours are given by the residents. I am really in favour of this, because it re-establishes social links and gives less credence to the idea that tourism development does not involve those who are not qualified. As for the target audience, I’m sorry for having characterised them as people belonging to the upper socio-professional category. There is, for example, a very interesting target audience for urban tourism which I didn’t mention: young people who are students. I mention them because the number of these customers is today very significant statistically. I would happily agree with you that the target is broader.
**Question from the floor**

I enjoyed what you said about collaborative websites, but I would like to ask a question about your final example. The point of collaborative sites is that you can have positive and negative opinions. You showed us that they can be used for promotional means, if the negative comments are sent directly to the hotel owner and the positive comments are posted on TripAdvisor. How can we protect ourselves, so that the collaborative websites stay that way? They will lose their credibility if Expedia buys them out. How can they make sure that they keep their credibility if they are only used for positive comments? This issue of credibility concerns me, because I suppose that the technology means that sites can be overwhelmed with positive comments by getting rid of the negative ones.

**Joël Gayet**

I will add this: how can we avoid ill-intentioned comments? I had the opportunity to meet the directors of TripAdvisor. I have two comments: firstly we should look at the figures for TripAdvisor’s internal statistics: how are the marks 1 to 5 divided up in terms of percentages? 80% of comments are positive and 20% are negative (11% for a mark of 1 and 9% for a mark of 2). People in the hotel industry are afraid of TripAdvisor but they forget that it’s a website that people generally use to report their satisfaction. This figure supplements your information. I think that, for the example that I gave you, it’s not a question of manipulating people: if the reception is poor at a particular hotel, it will be criticised with or without email on these sites. Orbitz is the third travel company in the world and is one of TripAdvisor’s competitors. No tour operator in Europe is now immune from people writing reviews, even if it is an account written by an unhappy customer. The point of the example is to show that these tools are good for quality, because I think being concerned with quality and customer feedback is interesting. I don’t see how we can stop people giving their reviews.

I am more concerned about ill-intentioned reviews, which websites do not have perfect systems to protect against (e.g. compulsory forms and emails). Reviews from 5 years ago are no longer valid because the hotel has changed. The tragedy with these tools is that European hotels, particularly those in France, do not respond to the criticisms. So all over the world you will find criticisms which you have not replied to. In the USA, a remark, even overtly ill-intentioned, would get an immediate response (example of the Sofitel hotel in New York). I know more about this concrete aspect and think that Expedia should try to keep its credibility with TripAdvisor.

**Question from the floor**

As a professional in the industry representing a tourist information centre, I think that we cannot steer clear of these main trends. We should learn how to use this technology so that we can use it in our work, for sustainable development and building relationships between our collaborators and customers. Tourist information centres are no longer the only players involved in tourism and this means that we have to adapt these new technologies for our own uses.

**Joël Gayet**

You don’t belong to the private sector and you have a part to play, as you say: you can afford to say a good few things. But I think you should use a different discourse which is based on a civic approach.
“The Euriage project: a shared platform for promoting tourist services in AVEC network member cities”

Lecture by Jean-Pierre Boeuf
Director of the Arles Tourist Information Centre

I would like to show you the new features on the Arles Tourist Information Centre website. The site was set up in 2001 and now has 508,000 unique visitors (2008 figures). This equates to between 30,000 and 55,000 unique visitors per month, an overall annual increase of 9% to 10%, 3.5 million pages viewed and 168,000 documents downloaded. You might say that our promotion work has changed beyond recognition in just a few years. In 2001, there was only paper, so we had to review our working codes. The Tourist Information Centre is listed in an excellent position on Google – the first link on the first page. Public et Culture carried out a qualitative study for us into customers and the numbers of people visiting our monuments and museums. According to this study, 20% of trips to Arles come as a result of our website, compared to 7% on average.

Contribution from the European Memo project: the Euriage tool

Our website is our main promotion tool and our best return on investment, considering the number of people we reach. The Euriage platform has come out of a European project called “Memo” which ran between 2005 and 2007. It was started originally by the Nice Côte d’Azur Chamber of Commerce and Industry (CCI), which is responsible for organising the tourism@awards, which are international awards given to companies working in the field of technology and tourism. Memo, the memory of the world site, was given an award because it received 1 million hits from people who were interested in history. The CCI wanted to know how this could be used. As part of a European project, the CCI chose the city of Arles to work on using the internet for promotion and marketing. We worked in this area for many years. With our director and AVEC President Christian Mourisard, we have incorporated the cities of Toledo, Pecs and Olomouc (a Czech city which has since left the network) into the project. As a result of the Memo project and after two years of further collaboration between Arles, Media Welcome and Cybèle Production, the concept of ‘Euriage’ began. This is a shared data aggregation and distribution platform and not a website.

Today, customers are refocusing on France and Europe. It is therefore in our interests to improve how we promote our city as a destination. The distributors are wondering about clients refocusing on these nearer destinations, for economic and development reasons.

The Euriage platform makes it possible to promote a region in its totality, which means both the city and the countryside around it, which is something that is usually difficult to do. The platform is unique in terms of the number of services that it provides: single offers (such as accommodation, car hire or tickets) or package offers. It is able to sell thematic tours or à la carte tours. It is connected directly to the supply that is available online. Finally, it uses a semi-automatic translation tool. Its main advantage is that it brings together specialist competences from many different companies. One of these companies is Media Welcome, an e-tech company listed by the CCI which has private companies such as Thomas Cook Europe, Carlson Wagonlit and Asia in its client portfolio.
The technology for the project has been tailored for our own needs by presenting every building. *Media Welcome* looks after the database, interconnection, web planning, product bookings, the interactive map and geographical location aspects. *Memo travel*, which grew out of the Memo project, designed the innovative semi-automatic online translation tool. *Visages* worked on the virtual tours of the city. *Digitik* was responsible for the online ticketing system. But information is the basis of the platform. Behind the technology, the important thing is to be able to control the information, without which the site would be an empty shell. The platform has been supplied with information from the *Patio* database for the *département*, the *Memo* (memory of the world) site and the “heritage” database for the city of Arles.

**Tools for promoting the region**

The interactive map is a tool that can be used to promote the area, and places of tourist interest can be geolocated. The geolocation system uses Microsoft’s “bing” software (formerly *Virtual earth*), which is a competitor of *Google earth*. As Hugues Aubin showed, the difference with *Google earth* is that it can only have information posted by the tourist information centre. If anyone can post information, there might be a problem in terms of the visibility/clarity of the supply and its relative objectivity.

The interactive map allows users to see all our supply, hotels, restaurants, and to work out their own routes. The aim of the virtual tours was to allow users to immerse themselves in the destination before leaving home. Let’s take the example of Arles market, the largest market in Provence. My concern was to sell something concrete, because the tourist product – unlike other products like consumer goods or food products – cannot be tried out before being consumed.

We are selling a dream. With these immersive tours, the dream nearly becomes a reality, because everybody can sample the destination before actually going there. When he was talking about city breakers yesterday, Stéphane Juguet said “the city is a mediator which allows stories to be told”, and this is the aim of the tours, because users can spend half an hour wandering around the city: we are “urban editors” (sic, see Stéphane Juguet’s talk) offering something frivolous and something useful. The fun bit is that the user can walk around the city and forget the reason for going there, and perhaps make a purchase. It is useful because this interface can be used to book a trip.
Our translation system can automatically translate a page on the internet or a website and keep all the links. Previously the user had to go to a translator and then send the text over the internet. The translation is done with Memo travel, with a translation error rate often less than 15% of the text (according to the syntax, the writing and the technical language used which will eventually be added to a dictionary).

The interactive presentation shows tour routes. Visitors can design their own routes and then install them on GPS, either as a PDF file or on a PDA. The individually designed route can be edited and the real-time booking facility works. Secondly, we are integrating other types of accommodation, such as guest houses and holiday rental properties in particular.

**Marketing the area**

The tourist information centre did not want to have a completely integrated management system, because it might not have the staffing and financial means for it. We wanted to have a service which is almost completely automatic, and the Euriage platform is ideal for doing this because it is a flexible web service. At the moment, it is the hotel managers who manage all their information, including the descriptive section. This is actually better for attracting customers to that particular hotel than if the tourist information centre were to do it. This brings us back to the importance of emotions and feelings that we have already talked about. Of course, we have set up a group to monitor the information to avoid any exaggeration, which is easy to do in an average-sized city like Arles (50,000 inhabitants), where we know everyone personally. The supply is more adaptable and is adjusted to reflect real-time prices and availability.

We think that the permanent flexibility of the supply is critical. The hotel can, in real time and at any moment, adjust the amount of stock it offers, change room prices, and manage withdrawals and cancellations, even in the height of summer. The ticketing section which sells museum passes and tickets for monument and tourist sites will be integrated into the site, as will tailor-made products and pre-packaged products.

Internet users and customers like to design their own product themselves: the service brings together different services which the customer can combine, before filling in a booking form. Monuments which you have to pay to go to and those that are free can be combined. This type of technology was developed by Media Welcome on the Asia website.

Pre-packaged products came from a tourist information centre observation, but what about individual products? They are not profitable but can be used as a means of promotion. The original idea of the Memo project was to market an automatic or semi-automatic individual supply over the internet, in order to reduce the workload of our trip advisors, make our customers happy, and to make sure that these products sell. That way, if they don’t bring in any profit, at least they won’t have cost anything. In addition, hotel rates can be adapted more, as we have seen.

Hotel owners in our area very quickly understood all the advantages that this system could give them, according to their forecast occupancy rates and the possibility of offering last-minute deals for a weekend or a trip that are appropriate for the market. And with this attractively-priced sale, they will then try to sell guests other services while they are staying at the hotel, such as breakfast or a spa visit. Thus we will perhaps attract people from Lyon with these good-value weekends. We have the “one-to-one” approach that Hugues Aubin described in his talk. Everybody builds their own world from a personal supply.
Cohesion on a regional level

This platform is distinctive in that it can be interconnected to and integrated with what already exists. Databases are often “horizontal”, and the tourist information centre does its promotion itself. The Euriage platform is “vertical” which means that now it can be connected to every distribution system.

We should now aim for data interconnection. This will involve tour operators or other networks, but it would be a mistake not to aim for this kind of supply. We, the institutional tourism bodies, must get ready for this. The platform makes this possible. It works with the Sitra databases from the Rhône-Alpes, and Patio from the Bouches-du-Rhône. Someone who is in Nice can decide to go to Barcelona, because all the supply is interconnected. We must meet the expectations of the elected representatives, which can be done by integrating collaborative sites.

I would like to finish this talk with these two things:

- Firstly, the purpose of belonging to a European network like the Alliance of European Cultural Cities (AVEC) network is to be able to exchange opinions and methods and to share experiences with other cities. It is through the AVEC network that we have carried out three European projects: Qualicitues, Memo and Euriage. A fourth project, called Ecopass, will be the next project, and this will try to find an answer to the question: what does heritage cost and what can it contribute?

- Secondly, the purpose of the Euriage project is to link an interactive map with geographical location, hotel web planning and the option of putting services online, such as ticketing systems, bookings for tourist sites, a tailor-made product editing tool, thematic or pre-packaged products, and the semi-automatic translation of our website.
APPENDICES

- **Letter from Mr Daniel Delaveau**, Mayor of Rennes, President of the Rennes Metropolitan District Urban Community

- **Letter from Mr Christian Mourisard**, Deputy Mayor of Arles responsible for heritage and tourism; President of the Alliance of European Cultural Cities

- **Documents presented by Mr Rémy Knafou**, Professor Emeritus at Paris I – Panthéon-Sorbonne University, President of ADRETS (Association for the Development of Research into Tourism), project leader of the Camp des Milles Memorial (Aix-en-Provence)
  - “Urban tourism in Europe”
  - “A hierarchy of Urban Tourism in Europe”

- **Information about the French National Conference for Urban Tourism**

- **Information about the Alliance of European Cultural Cities network and the Qualicities label**

- **Seminar delegate list**
« Mesdames, Messieurs,

Je tenais à vous exprimer tous mes regrets de ne pouvoir vous accueillir ce matin. Mes obligations de Président de l'Assemblée des Communautés de France me conduisent à ce jour à la Conférence Nationale des Exécutifs, instance de concertation entre le Premier Ministre et les collectivités territoriales. Je souhaite vous remercier vivement d'être venus si nombreux depuis toute l'Europe afin d'enrichir nos réflexions communes. Je remercie aussi l’Alliance de Villes Européennes de Culture et la Conférence Nationale Permanente du Tourisme Urbain d'avoir initié cette manifestation qui entend porter l'attention sur la transversalité des champs d'intervention en matière de tourisme urbain, de patrimoine et de qualité urbaine.

C'est une problématique qui nous intéresse depuis bien longtemps à Rennes Métropole et elle fait partie intégrante de nos politiques publiques. Nous considérons en effet que qualité architecturale et qualité urbaine et patrimoniale sont des composantes du « Vivre ensemble ». Nous devons considérer nos habitants comme nos premiers hôtes parce que la cohésion d'un territoire est aussi facteur d'attractivité. Je pense qu'il sera donné à Jean-Yves Chapuis de vous présenter quelques-uns des projets essentiels pour notre agglomération.

Enfin j’aimerais mettre en valeur une conception élargie du patrimoine qui peut être ancien, contemporain, naturel, culturel voire aussi immatériel. Mais en tout cas nous savons qu’il participe au rayonnement d’une ville, d’un territoire. Le rayonnement de Rennes et Rennes Métropole est notre ambition, et vous y contribuez tous aujourd’hui. Je vous en remercie et vous souhaite un très bon colloque ».

Daniel DELAVEAU
Maire de Rennes
Président de Rennes Métropole
Letter from Mr Christian Mourisard
Deputy Mayor of Arles in charge of heritage and tourism,
President of the Alliance of European Cultural Cities

« Madame, Monsieur, Chers collègues, Chers amis,

Je vous prie de bien vouloir excuser mon absence aujourd’hui. J’aurais aimé être parmi vous pour ouvrir ce colloque sur le « Tourisme urbain, patrimoine et qualité urbaine en Europe » qui m’intéresse tout particulièrement, puisque je suis à la fois adjoint au maire d’Arles délégué au patrimoine et au tourisme, président de l’Office de Tourisme d’Arles et président de l’Alliance de Villes Européennes de Culture. Je suis malheureusement retenu à Arles pour des raisons personnelles très importantes. Toutefois je vous rejoindrai vendredi après-midi pour ouvrir et animer les travaux de l’assemblée générale du réseau AVEC.

Le réseau AVEC s’est associé à ce projet parce qu’il répondait aux principes de la charte signée par ses membres : à savoir, faire de nos villes historiques des lieux de patrimoine vivant où la vie moderne a toute sa place ; partager le patrimoine en sensibilisant les citoyens à sa valeur ; en faire un lieu de culture en favorisant les rencontres et les transferts de savoir ; en faire un vecteur de développement durable, social, économique et environnemental. Les sujets qui seront traités au cours de ces deux journées couvriront tous ces champs de réflexions. Vous découvrirez deux projets européens que le réseau AVEC a portés et qui placent le patrimoine au cœur du développement de nos villes historiques.

Je vous remercie de votre attention et j’espère que ces travaux seront fructueux et se dérouleront dans une ambiance d’amitié et de partage, comme nous en avons l’habitude au sein du réseau AVEC. Je remercie la Ville de Rennes et Rennes Métropole d’accueillir ce colloque. »

Christian MOURISARD
Adjoint au Maire d’Arles délégué au patrimoine et au tourisme
Président de l’Alliance de Villes Européennes de Culture
Urban tourism in Europe

Document presented by Mr Rémy Knafou
Document présenté par Mr Rémy Knafou

**Une hiérarchie du tourisme urbain en Europe**

**Métropoles mondiales**
- Londres (ca. 35 mio.), Paris (32)

**Métropoles européennes**
- Rome (15), Berlin (13), Prague (11), Madrid (11)

**Centres économiques européens**
- Barcelone, Florence, Manchester, Vienne, Munich, Amsterdam, Milan, Palme de Mallorique, Dublin, Naples, Budapest

**Villes touristiques / économiques**
- Hamburg, Lisbonne, Stockholm, Bruxelles, Nice, Francfort, Cologne, Copenhague, Venice, Lyon, Séville, Edinbourg, Amsterdam, Athènes, Göteborg, Liverpool, Birmingham, Marseille, Zurich, Marbella, Strasbourg, Düsseldorf, Glasgow, Helsinki, Stuttgart, Grenade etc.

Source: Freytag 2006; base de données statistiques de Eurostat, TourMis, recherches individuelles (n = 473)

Document élaboré par Tim Freytag. Reproduit dans « La Métropole parisienne »
- Collection Mappemonde, Belin 2007 - Chapitre « Le tourisme dans la centralité parisienne » de P. Duhamel et R. Knafou
La Conférence Nationale

Elle regroupe plus d’une quarantaine de membres et se veut l’institution représentative de cette forme de tourisme.

Président fondateur :

Président :
Jean-Yves CHAPUIS, Vice-président de la Communauté d’Agglomération Rennes Métropole, délégué aux Formes urbaines.

Secrétariat général et technique :
Dominique IRVOAS-DANTEC, Directrice de l’Office de Tourisme et des Congrès de Rennes Métropole, assistée de Véronique BOURDAIS.

<< La ville est notre espace, et nous n’en avons pas d’autre >>
Georges PEREC

<< La fréquentation touristique des villes repose sur deux ressorts :
la qualité d’un patrimoine bien mis en valeur et l’animation de la grande ville.
Dans un contexte de concurrence exacerbée, les touristes sont en situation d’attendre un fini touristique urbain, des lieux tenus et entretenus, ce qui suppose une élévation des standards de qualité et une mise aux normes. Le fait de cultiver sa spécificité, de commercialiser le patrimoine sous toutes ses formes, d’être dans les circuits des lieux où il se passe quelque chose, avec un nouvel impératif festif qui renvoie aux nécessités et difficultés de se différencier... >>
Rémy KNAFOU, Professeur émérite à l’Université Paris 1 - Panthéon-Sorbonne.
Président de l’ADRETS (Association pour le Développement de la Recherche et des Etudes sur les Tourismes).
Permanente du Tourisme Urbain

Ses objectifs

- **Faire reconnaître la ville** comme une destination touristique à part entière, et le tourisme urbain comme un secteur d'activités fondamental pour le tourisme français.
- **Affirmer la Conférence** comme organisme représentatif de ce secteur d'activités.
- **Poursuivre la recherche fondamentale sur le tourisme urbain**, en favorisant tous travaux d'investigation, en organisant colloques, séminaires et rencontres; en provoquant la confrontation d'expériences et l'audition d'intervenants sur divers sujets (mise en tourisme de la ville, nouvelles technologies, centre de congrès, etc.).
- **Favoriser l'adaptation de l'offre urbaine** à la demande touristique.

Son fonctionnement

La conférence se réunit en séance plénière 4 à 5 fois par an. Elle travaille, en outre, en commissions spécialisées chargées d'approfondir les sujets considérés comme prioritaires par les membres. Celles-ci sont au nombre de trois :

- **Commission «Développement durable et formation»** : Elle réfléchit aux moyens à mettre en œuvre afin d'influer sur les comportements et les techniques à développer en matière de tourisme, dans un souci de développement durable. C'est dans ce contexte qu'intervient sa réflexion sur les thématiques développées au sein des différents cursus de formation.
- **Commission «Promotion, marketing et centre de congrès»** : Elle contribue à l'évaluation des outils de promotion et de marketing développés par les villes, afin d'en améliorer l'efficacité, ainsi qu'à la réflexion sur le développement des centres de congrès, facteurs d'attractivité et de notoriété des villes.
- **Commission «Communication et nouvelles technologies»** : Elle a pour mission d'élaborer des recommandations pour la mise en place d'une politique de communication incluant la prise en compte des nouveaux temps et des nouveaux comportements liés aux nouvelles technologies.

Ces commissions sont présidées par des vice-présidents de la Conférence (voir la composition du conseil d'administration sur le site internet de la Conférence : www.tourisme-urbain.com)

Ses modalités d'adhésion

La ville ou structure communautaire candidate remplit un dossier de demande d'homologation, qui est présenté au Conseil d'administration de la Conférence. Après étude et validation de sa candidature, la collectivité est invitée à se présenter lors d'une séance plénière réunissant l'ensemble des adhérents du réseau. L'adhésion à la Conférence est soumise au versement d'une cotisation annuelle.
Ses publications

- La Lettre d'Information, journal de liaison semestriel.
- Les actes des différents colloques organisés sur le tourisme urbain.
- Divers inventaires techniques.

Ses partenaires


Conférence Nationale Permanente du Tourisme Urbain
11 rue Saint-Yves – CS 26410
35064 Rennes Cedex
Tél. 02 99 67 11 14 ou 02 99 67 11 62
Fax 02 99 67 11 10
tourisme-urbain@tourisme-rennes.com
www.tourisme-urbain.com
Ses adhérents

- Aix-en-Provence
- Albi
- Angers
- Aix-en-Provence (Communauté de communes)
- Bayonne
- Belfort
- Béziers
- Béziers
- Bourg-en-Bresse
- Brest Métropole Côte d'Émeraude (Communauté urbaine)
- Carpentras
- Cergy-Pontoise (Communauté d'agglomération)
- Chalon-sur-Saône
- Chambéry
- Clermont-Ferrand
- Dijon
- La Rochelle
- La Rochelle-sur-Yon
- Le Mans
- Lille
- Limoges
- Lyon
- Mâcon
- Mâcon (Communauté d'agglomération)
- Melun
- Montbéliard
- Montélimar
- Nancy
- Nantes Métropole (Communauté urbaine)
- Niort
- Orléans
- Pau
- Poitiers
- Reims
- Rennes Métropole (Communauté d'agglomération)
- Rouen
- Saint-Brieuc - Cabi (Communauté d'agglomération de Saint-Brieuc)
- Saint-Denis Plaine Commune (Communauté d'agglomération)
- Saint-Nazaire
- Toulon
- Valenciennes Métropole (Communauté d'agglomération)
Position your city at the heart of European culture: become a member of the A.V.E.C. network.

ALLIANCE OF EUROPEAN CULTURAL CITIES

Créé en 1997, l’Alliance de Villes Européennes de Culture est un réseau européen de villes et de collectivités territoriales historiques dont la volonté commune est d’édifier une Europe des régions, basée sur le respect des différentes cultures. Pour ses membres, les patrimoines matériels et immatériels sont des vecteurs d’identité, de partage et de développement durable.

The Alliance of European Cultural Cities, established in 1997, is a European network of historic cities and districts, whose mutual objective is to construct a Europe of regions based on the respect of cultures via a material and immaterial heritage, which represents a vector of identity and sharing.
Les objectifs que se sont fixés les membres du réseau A.V.E.C. :

**Faire** des patrimoines un moteur du développement durable et s'engager dans une démarche de qualité.

**Donner** au réseau une visibilité internationale avec l'objectif de devenir une référence patrimoniale incontournable.

**Intégrer** harmonieusement l'innovant dans l'existant.

**Contribuer** à la réussite économique et au rayonnement des villes et territoires membres.

Les projets et outils développés par les membres du réseau A.V.E.C. :

**Le label Européen Qualicities**
Certifié ATNOR, ce label est la garantie que la ville ou la collectivité s'efforce de valoriser son patrimoine et d'améliorer la qualité de ses services, de son environnement et de son cadre de vie.

**L'Université Européenne du Patrimoine Culturel et Naturel (UEPCN)** a pour but de développer une offre de formation européenne de haut niveau répondant aux besoins des collectivités et facilitant la mobilité des professionnels à travers l'Europe dans le domaine de la gestion et de la médiation du patrimoine.

**Le réseau MED ECO QUARTIERS**
Il vise à urbaniser intelligemment les territoires de Méditerranée dans une démarche de respect de leur identité en créant des quartiers durables, respectueux de l'environnement, accessibles à tous et agréables à vivre.

**Le projet Euriage**
Plateforme mutualisée de données historiques et de services touristiques, Euriage propose des actions de promotion pour le tourisme sur Internet et des outils de gestion touristique interactifs.

**Le projet ECOPAS** est en cours de développement. Il aura pour objectif d'évaluer précisément les impacts des investissements réalisés pour les patrimoines bâtis et culturels et de fournir les clés de lecture des analyses obtenues aux élus locaux.

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The objectives set by the members of the A.V.E.C. network:

**Position** local heritage as a motor for sustainable development and commit in a quality approach.

**Give international visibility** for the network as a whole, with the objective of becoming a key reference with regards to heritage.

**Integrate** innovation, as harmoniously as possible, into existing structures.

**Contribute** to the economic success and international development of the network's cities and territories.

Projects and tools developed by the members of the A.V.E.C. network:

**The European Qualicities® label** represents a guarantee that the city or local authority is constantly endeavouring to protect and promote its heritage, whilst improving the quality of its services, local environment and living conditions.

**The European University of Cultural and Natural Heritage UEPCN** aims at promoting a European training programme at Master level, in the field of heritage management and mediation, which meets the needs of local authorities and promote professional mobility throughout Europe.

**The MED ECO QUARTIERS network** seeks to enable a sustainable development of the Mediterranean territories, while respecting their identity and by creating environmentally friendly eco-districts, accessible to all and pleasant to live in.

**The EURIAGE project**
Mutualized platform of historic, data and tourist services, Euriage supports initiatives towards promoting tourism via the Internet and developing interactive tourism management.

**The ECOPAS project** is currently being developed. Its principle objective is to evaluate the precise impact of investments made in cultural and material heritage and to provide local councillors with the keys for presenting and analysing the obtained information.
7 bonnes raisons
de devenir membre d'A.V.E.C

1. **Entrez dans un réseau européen expert en politique locale et territoriale.**
   Chaque année, les membres valident un programme de travail autour de thèmes qui permettent à chacun d'échanger et de proposer des solutions.

2. **Participez aux séminaires européens et internationaux de l'Alliance**
   "La valorisation du patrimoine urbain en Méditerranée" (18 et 19 septembre 2008, Arles, France); "Tourisme urbain, patrimoine et qualité urbaine en Europe" (26 et 27 mars 2009, Rennes Métropole - France).

3. **Agrandissez votre propre réseau à travers l'Europe**
   Associé à A.V.E.C., vous contribuerez à influencer et à mobiliser les autorités nationales et locales autour des thèmes de la protection, de la mise en valeur de nos patrimoines et du développement urbain durable.

4. **Offrez-vous la visibilité et l'excellence du label QUALICITIES®**
   [www.qualicities.org](http://www.qualicities.org)

5. **Bénéficiez d'une base de données et d'une expérience unique en matière de patrimoine et de développement durable.**

6. **Optimisez votre communication.**
   Profitez de nos actions de communication pour être visible : présence du nom de votre ville sur nos supports de communication ; publication d'une page dédiée à votre ville sur notre site internet et d'articles dans notre newsletter européenne ; représentation de votre ville lors de nos manifestations officielles.

7. **Mettez en valeur l'image éthique de votre ville**
   Participez à l'amélioration des politiques locales en soutenant l'Alliance de Villes Européennes de Culture.
Comment fonctionne l'association AVEC ?

Dans chaque collectivité membre, une équipe composée d’élus et de techniciens participe aux activités du réseau et un coordinateur local est désigné pour s’occuper des relations avec les partenaires locaux et les autres membres du réseau européen.

Les réunions statutaires ont lieu en février/mars (Assemblée Générale), et en septembre/octobre (Conseil d’Administration). Chaque réunion est accueillie par une ville du réseau, ce qui permet à chacun de se familiariser avec les réalisations et la problématique locale dans différentes régions du continent.

L’association finance les activités décidées par ses membres en faisant appel à quatre sources complémentaires :
- les cotisations des membres
- les subventions publiques
- le mécénat privé
- l’Union Européenne (pour le cofinancement de projets).

Comment devenir membre du réseau AVEC ?

Le réseau AVEC est ouvert :
- aux villes et territoires historiques d’Europe
- décidés à appliquer localement la charte du réseau
- disposés à participer régulièrement aux activités et réunions du réseau
- s’engageant à régler leur cotisation annuelle.

Les documents d’adhésion peuvent être demandés aux secrétariat AVEC.

How to become a member of the A.V.E.C. network?

The A.V.E.C. network is made of European historic cities and territories :
- willing to implement locally the charter of the network
- willing to participate in the activities and meetings of the network
- committing in paying their annual membership fee
- Application documents are available on demand to the A.V.E.C. secretariat.

NOTRE RÉSEAU RASSEMBLE AUJOURD’HUI 37 COLLECTIVITÉS TERRITORIALES DE LA GRANDE EUROPE


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Le référentiel Qualicities® propose aux collectivités historiques européennes de prendre des engagements en matière de gestion durable de leurs patrimoines culturels et naturels.
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- d'amélioration de la qualité et de l'efficacité à long terme
- d'implication de la collectivité dans une dynamique de développement local durable
- du satisfaction des citoyens et des visiteurs

Un engagement global
La collectivité s'engage dans une politique intégrée, culturelle, sociale, urbanistique, économique, touristique, environnementale, volontariste, active et explicite de développement durable.

Un partenariat fort
L'engagement dans une telle démarche ne peut être seule portée par la collectivité. L'indispensable participation et implication des partenaires associatifs à la stratégie de préservation des patrimoines et de développement durable sont des atouts de compétence et de dynamisme.

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Qualicities® :
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Le service QUALICITIES® de l'Association A.V.E.C. vous propose :
- des sessions d'information et de sensibilisation à la démarche qualité
- une aide à la mise en place de la démarche dans votre ville
- une aide à l'auto-évaluation
- des formations pour le coordinateur local de la démarche et pour les membres du comité local de votre collectivité
- une assistance téléphonique permanente
- une aide à la préparation de votre audit

Le pool d'auditeurs :
Il est composé d'auditeurs qui contrôlent la qualité des candidatures et des démarches locales. Ce sont des professionnels indépendants, recrutés par le groupe AFAO-AFNOR.

Le comité du label
Un groupe de spécialistes européens s'est constitué au sein du réseau AVEC. Il est formé de techniciens et d'élus locaux susceptibles de partager leur expérience avec les autres villes et territoires du réseau.
Plusieurs axes de travail :

L'engagement dans une démarche agenda 21
L'agenda 21 est un programme d'actions visant à la fois la préservation des ressources, des richesses tout en favorisant un développement harmonieux et raisonné des territoires, mené en concertation avec la population et l'ensemble des acteurs socio-économiques. Ce volet doit, dès à présent être impérativement à la source de nos préoccupations dans la réflexion et l'étude des infrastructures, du cadre de vie, de l'environnement et du mode de vie de nos concitoyens.

La gestion des compétences
L'évolution des métiers, notamment dans les domaines de la sauvegarde du patrimoine, l'accueil des touristes nécessitent une constante actualisation des compétences. La complexité des missions et l'accroissement des compétences, engendrent de nouveaux besoins professionnelles et une indispensable aptitude relationnelle.

La réglementation
S'inscrire dans une telle démarche engage la collectivité à mettre en œuvre les moyens de s'adapter et de respecter les réglementations en vigueur dans les domaines de la sauvegarde du Patrimoine, de la gestion de l'environnement et du cadre de vie, de l'accueil des touristes....

La signalisation
Se repérer dans une ville n'est pas toujours évident. Rendre plus aisés l'orientation et le déplacement des citadins et des touristes est une nécessité.

L'accessibilité
Permettre au plus grand nombre de pouvoir accéder à l'ensemble des services administratifs, touristiques, relève souvent de l'impossible. Personnes à mobilité réduite, cyclistes et utilisateurs sont quotidiennement confrontés à l'utilisation partagée de leur espace urbain.

La gestion des patrimoines
La réalisation d'un inventaire de ses patrimoines, l'identification des actions de conservation préventive, la préservation des patrimoines, (Patrimoine culturel & développement urbain), l'incitation à la sauvegarde de l'habitat et de patrimoine privé, sont autant d'atouts au déploiement des vecteurs de la culture sur l'ensemble du territoire.

La valorisation
La mise en œuvre de Journées de formation / information des professionnels liées aux patrimoine et au tourisme, le développement des compétences des entreprises et associations locales liées au patrimoine seront autant de dynamisme insufflé au tissu économique.

Les événements
L'organisation d'événements durables et l'édition du calendrier des manifestations liées aux patrimoines et information du public, est un nécessaire outil de communication, intra muros et orienté vers l'extérieur.

La médiation
Rendre le patrimoine plus attrayant, plus attractif, plus ludique, en proposant des circuits pédagogiques et renforcer les actions de sensibilisation adaptées aux différents publics, scolaires, familles ouvrent de nouvelles perspectives.

La vie locale
Bien évidemment les acteurs de la vie locale sont les premiers concernés. Un tel enjeu se traduit par une revitalisation urbaine en lien avec le patrimoine, par le développement des activités touristiques et culturelles, par l'encouragement des associations culturelles et centrées sur les patrimoines, par la participation au partenariat européen, par la formation, par les échanges d'expériences et les initiatives concertées...

La protection de l'environnement
Le renforcement des mesures de protection et de qualité de l'environnement, la généralisation de la gestion des déchets, le développement des énergies renouvelables, la lutte contre les nuisances sonores résonnent comme des priorités.

L'amélioration continue
La poursuite et le renforcement d'une telle dynamique nécessite la mise en œuvre de concertation et d'évaluation permanente. Evaluation quantitative, qualitative, mesure d'impact, sont autant d'outils indispensables. Ils permettront de mesurer l'adéquation des mesures prises et leur adaptation dans notre vie quotidienne.
Seminar delegate list

- Acri, Leonardo (Mr), Head of European Affairs, Cosenza City Council, Italy
- Allard, Dorothée (Miss), Saint-Brieuc District Urban Community Tourist Information Centre
- Amirault-Deiss, Marie-Bernard (Mrs), Head of International Relations, Tours Municipal Council
- Aranda, Aiton (Mr), Town Councillor responsible for tourism, Bayonne; President of the Tourist Information Centre
- Arnould, Jacqueline (Mrs), Tourism Coordinator - Bureau of Territorial Policies (General Directorate for Competitiveness, Industry and Services)
- Aubin, Hugues (Mr), Member of the French national forecasting group at DIACT Cyberterritoires; responsible for ICT at Rennes City Council
- Aubrée, Marie-Hélène (Mrs), Head of Development, Rennes Metropolitan District Tourist Information Centre and Conference Bureau
- Auvray, Emmanuelle (Mrs), Tourism Coordinator, Rennes Metropolitan District Urban Community
- Auzemery-Clouteau, Germaine (Mrs), Architecture and Heritage Coordinator, Limoges City Council
- Berthelot, Cécile (Mrs), Director, Quimperlé Tourist Information Centre
- Blache, Jean-François (Mr), Professor, University of Haute-Bretagne, Rennes
- Boeuf, Jean-Pierre (Mr), Director, Arles Tourist Information Centre
- Bougeard, Jocelyne (Mrs), Deputy Mayor responsible for Women, Equality and Time in the City, Rennes
- Bourdeis, Véronique (Mrs), Events Coordinator, Rennes Metropolitan District Tourist Information Centre and Conference Bureau
- Boxall, John (Mr), Mayor of Birgu, Malta
- Bozoky, Anita (Mrs), Director of Heritage House Pécs (Sopianae), Hungary
- Bréard, Georgette (Mrs), Vice-president of the Brittany Tourist Board, responsible for tourism and heritage
- Brégeon, Véronique (Mrs), Rennes Chamber of Commerce and Industry
- Brohan, Gilles (Mr), Architecture and Heritage Coordinator, Rennes Metropolitan District Tourist Information Centre and Conference Bureau
- Brousse, Sabine (Mrs), Director, Metz Tourist Information Centre
- Brugière, Martine (Mrs), President of the Clermont-Ferrand Tourist Information Centre
- Bulteau, Alain (Mr), Director, La Roche-sur-Yon Tourist Information Centre
- Burgay, Mario (Mr), Director of the Tourism & Sport Department, Province of Turin, Italy
- Caboco, Laëtitia (Miss), Master’s student in European Heritage Mediation, Rennes
- Cacija, Romana (Mrs), City of Osijek, Croatia
- Carrie, Annabelle (Mrs), Grand Rodez Tourist Information Centre
- Cavillon, Fabrice (Mr), Director, Belfort and Belfort Region Tourist Information Centre
- Chapuis, Jean-Yves (Mr), Vice-president of the Rennes Metropolitan District Urban Community, President of CNPTU, Vice-president of AVEC
- Cirkovic, Dragoslav (Mr), Mayor of the Municipality of Mediana, Serbia
- Cocaud, Martine (Mrs), History Department, University of Haute-Bretagne, Rennes
- Crola, Jean-François (Mr), Bureau of economic forecasting and evaluation, General Directorate for Competitiveness, Industry and Services, French Ministry for the Economy, Industry and Employment
- Danielou, Emmanuel (Mr), Journalist, *Le Mensuel de Rennes* (*Rennes Monthly*)
- Dattis, Iugo (Mr), Director, Cosenza City Council, Italy
- De Raguenel, Joseph-Jean (Mr), Administrator, Rennes Metropolitan District Tourist Information Centre and Conference Bureau
- De Vasselot (Mrs), Rennes City Council
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- Delamotte, Laure (Miss)
- Dequipe, Ophélie (Miss), Student, University of Angers (ESTHUA School of Tourism and Hotel Management)
- Dodds, Michael (Mr), Director, Brittany Tourist Board
- Domingos, Nuno (Mr), Director of Culture and Heritage, Santarem, Portugal
- Doray, Gérard (Mr), Director, Niort Tourist Information Centre
- Dubois, Dominique (Mrs), Deputy Director, Angers Tourist Information Centre
- Ebrard, Brigitte (Mrs), Head of Development, Pau Tourist Information Centre
- Energieva, Nedka (Mrs), Deputy Mayor of Sliven, Bulgaria
- Faysse, Philippe (Mr), Managing Director of Technical Services, Rennes City Council
- Felegean, Elena Daniela (Mrs), Municipal Councillor, Brasov, Romania
- Fenard, Pierre (Mr), “Les Bistrots de l’Histoire” (Historic Bistros Association)
- Ferrandon, Alain (Mr), Director, Bourges Tourist Information Centre
- Frignac, Hélène (Mrs), Town Heritage Department, Bayonne
- Gau, Emmanuelle (Mrs), Deputy Director, Bourges Tourist Information Centre
- Gaudru, Anne-Claire (Mrs), Assistant, Department of Tourism, *Cités Unies France*
- Gautier-Bouguet, Evelyne (Mrs), Deputy Mayor responsible for Culture, Heritage and Tourism, Fougères Municipal Council
- Gayet, Joël (Mr), Director of Co-Managing, Paris
- Gosseaume, Christian (Mr), Lawyer
- Gourmaud, Catherine (Mrs), Poitiers Municipal Council
- Graive, Françoise (Mrs), Director, Clermont-Ferrand Tourist Information Centre
- Gruson, François (Mr), Managing Director of Archivideo, Rennes
- Guerreiro, José (Mr), Director of Planning and International Relations, Evora, Portugal
- Guiheneuc, Aude (Miss), Master’s student in Heritage Mediation in Europe, Rennes
- Gwiazdzinski, Luc (Mr), Geographer, Senior Lecturer at J. Fourier University, PACTE Joint Research Unit, Grenoble; Co-founder of the Sherpaa agency; President of the POLAUA Urban Arts Hub
- Harbonville, Anne (Mrs), Deputy Director, Nancy Tourist Information Centre
- Houvenaeghel, Manuel (Mr), Director, Pays de Lorient Tourist Information Centre
- Hullo, André (Mr), Municipal Councillor responsible for heritage, Vienne City Council
- Irvos-Dantec, Dominique (Mrs), Director, Rennes Metropolitan District Tourist Information Centre and Conference Bureau; Secretary General of CNPTU
Jacquet, Nicole (Mrs), Coordinator for the Development of Urban and Historic Site Heritage, Vienne City Council
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Kerjean, Pascale (Mrs), Coordinator, Brittany Tourist Board
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