HISTORICAL CITIES 3.0
Residents and Visitors

– In Search of Quality and Comfort

Historical Cities 3.0

I am lucky to live
where others can only come for a moment…

Historical Cities 3.0

Dear Ladies and Gentlemen,

In 1978, the historic centre of Krakow became one of the first sites included in the UNESCO World Cultural and Natural Heritage List. This fact confirmed the position of Krakow's heritage among the humanity's achievements and strengthened the city's brand.

The growing number of tourists in the historical cities of Europe and the world has resulted in the necessity to balance the residents' and the visitors' needs and aspirations and the need to create a modern offer for tourists.

Therefore, Krakow has initiated the Historical Cities 3.0 project, which is a platform for exchanging knowledge and good practices between representatives of city authorities, local entrepreneurs and residents that facilitates identification of common solutions related to city governance in the field of tourist economy.

The first stage was the conference, which was held at the ICE Krakow Congress Centre on 1–2 March 2018. The topic of the meeting, which involved 200 participants, including guests from 19 countries, was the relationship between residents and the visitors. Taking the prospects for city development and the relationship between the two groups into consideration, the participants reflected on the potential tools for improving quality of life in the cities where cultural heritage is the principal value. There were many problems and phenomena to which no final solution has been found, which confirms the need for continues dialogue under the project.

The importance of the issue has been noticed both by the World Tourism Organisation (UNWTO) and the Organisation of World Heritage Cities (OWHC), which are patrons of our event. It is worth emphasising that the issue of tourism in historical cities will also be the topic of the 15th World Congress of the Organisation of World Heritage Cities (OWHC), which will be held in Krakow in 2019.

I would like to thank all the panellists and participants not only for their attendance at the conference, but primarily for the inspiration of further debates. In this brochure, we present a number of conclusions we are going to analyse and implement at the subsequent stages of the Historical Cities 3.0 project. I would like to invite cities to continue your participation.

Jacek Majchrowski
Mayor of Krakow

Historical
Cities 3.0

KRAKÓW - Poland's strongest brand

Krakow is located in the south of Poland, on the Vistula River, where cultures, regions and traditions merge: a testimony to the meanders of history and legends lastingly fused with facts. The city of kings and rebels, stately bourgeois and inspired artists, academics and students. Teeming with life is always attracting.

Krakow is a former seat of the Polish kings and the capital of the country, nowadays is an important European metropolis. Krakow's Old Town is a unique treasury of works of art, historical monuments and historic buildings, representing almost all architectural styles, from the Middle Ages to the present day. For hundreds of years, the Main Market Square has remained the heart of the city. It is the largest town square of medieval Europe, preserved in unchanged form since 1257 and included in the first list of UNESCO World Heritage Sites already in 1978. Krakow's pride is also the second oldest institution of higher education in Central Europe – the Jagiellonian University (fonded in 1364). Also the Wawel Royal Castle has been overlooking the city for centuries. Apart from the monuments of the Old Town, Kazimierz district, which is an example of a centuries-long coexistence of Christian and Jewish culture continues to amaze.

Krakow is also a city vibrating with cultural life. In the year 2000 it was chosen to be the European Capital of Culture and in 2013 awarded the title of UNESCO City of Literature. Now Krakow's literature team is a member of the UNESCO Creative Cities Network Steering Committee.

Every year, nearly 100 festivals and other world-famous cultural events take place here. It is also a city of modern museums, where visitors can come face to face with history. The capital of the Malopolska region can also boast about a rich offer for sports and recreation enthusiasts. Krakow also offers festivals of international renown, innovative museums in which modernity links with tradition, dozens of places connected with Pope John Paul II, the Jewish district Kazimierz as well as the Nowa Huta district, designed in the early 1950s.

Today, Krakow proudly stands as a modern European metropolis, a university city and a hub of new technologies. Although, "time flows differently" in Krakow, its medieval buildings and Renaissance Royal Route are vibrant, attracting young people from around the world and encouraging contemporary scientific research and creativity.

The greatest asset of Krakow is the city's most appreciated atmosphere, allowing generations Y and Z, art and music lovers, pilgrims to find themselves, and the modern ICE Krakow Congress Center and Sport Arena attract sports enthusiasts and participants of more and more congresses.

There is no doubt that Krakow has in recent years become a top brand amongst Polish cities, highly recognized by tourists. The evidence for this is not only the number of visitors – 12.9 million in 2017, but also the measurable economic effects. The induced value of GDP produced by the tourism industry constitutes 8.27% of the total GDP of Krakow. More than 40,000 jobs are connected to the tourism economy of Krakow, which means that the phenomenon applies to one in every ten professionally active Krakow residents. The share of taxes and fees generated by the tourist industry in the city's income amounts to 5.25%[1]. The growing network of flight connections (102 connections in March 2018), the increase in the number of beds, the growing effect of recommendations, distributed via social media, strengthens reputation of Krakow.

The city's reputation results e.g. from the honours it has received, which, in recent years, have also included Meetings Star Award 2015 – the first place in the Convention Centers category for the ICE Krakow Congress Centre, four prestigious "The Best European City Trip" awards from Zoover, the "Top 10 Large European Cities of the Future – Business Friendliness" and a title of European Capital of Gastronomic Culture 2019, awarded by the European Academy of Gastronomy.

[1] Borkowski K. (sc.editor), *Tourist traffic in Krakow in 2017*, Malopolska Tourist Organisation, December 2017

Historical
Cities 3.0

...about the project
HISTORICAL CITIES 3.0

3.0 in the title refers to the new approach to entrepreneurship and customer communication focusing on values, new ways of thinking about products, markets and customers, and reputation building. It results from the so-called "the Experience Economy" (exponomy) model, where the experience itself becomes a product, and it requires proper management.

Due to their centuries-old heritage and broad offer for tourists, historical cities strengthen their residents' identity, integrate regional economies, and build brands of their countries. Most of innovations are created there, and their economic potential is sometimes greater than the potential of some countries. However, the increasing tourist traffic poses a number of challenges, including ones related preparation of sustainable development concepts, quality of life, or marketing communication using new

technology. According to the approach of the European Commission "European cities should be places of advanced social progress and environmental regeneration, as well as places of attraction and engines of economic growth based on a holistic integrated approach in which all aspects of sustainability are taken into account".

The excessive number of visitors, which particularly affects the residents, tourism gentrification of districts, the workings of public transport, and the new forms of economic activities under the sharing economy are becoming a commonplace challenge for historical cities.

Hence the need for developing city management tools in regard to tourist economy. What is fundamental here is the cooperation between the public administration, residents, non-governmental organisation, trade associations, and entrepreneurs in accordance

with the good governance concept, and the mutual understanding between the residents and the visitors.

This context has become the basis for the HISTORICAL CITIES 3.0 project, whose main aim is to ensure cooperation and debate in regard to problems, experience and solutions used in historical cities where the difference in conditions and search for common tools for observing the evolution of tourist traffic are taken into account. Therefore, Krakow, a metropolis with centuries of cultural heritage, proposed to other cities thematic debates in a two years and closer, continuous cooperation in this field.

In 2018, the topic of the opening conference of the project was the relationship between the residents and the visitors, and its aim was to look for an answer to the question about the possibility of reconciling a tourist's benefits

of a stay in a city according to their wishes and the residents' sense of comfort and quality of life.

A modern tourist becomes a temporary resident...

Historical
Cities 3.0

Challenges for tourism in historical cities

The previous sectoral city development strategies are inferior to the creation of a single coherent vision, that articulates the long-term benefits for all the concerned parties: the visitors, the residents, the investors, and local entrepreneurs. The integrated urban policy at the European Union level has already been set out in the **Leipzig Charter**. The management systems must be dynamic, adjusted to the changing circumstances, including delegation of powers to the residents, and they must take advantage of human capital. Tourism is becoming a particularly powerful tool for building a city brand capital, especially in historical cities, but it is not exclusively a development goal by itself. It is a medium for the reputation by generating experience.

Due to its continuous transformation, both in terms of demand and in terms of supply, tourism requires extraordinary flexibility in searching for sustainable development solutions that take account of the multiplicity and diversity of stakeholders. New business models, the phenomena of touristification and overtourism lead to competitive conflicts or social tensions, which were already described years ago. Hence the opinion that strategic city management must maintain relative balance between the benefit in the form of income and the possible loss due to the conflicts.

Identified tourism-related problems of a contemporary historical city can be divided into at least to overlapping areas: the relationship between the visitors and the residents, and the development of local entrepreneurship and spatial management. The description of many of the phenomena takes the form of questions because the available solutions are diverse or the questions remain unanswered.

Relationship between visitors and residents

High quality of life for residents and of stay for visitors should be the highest priority for local sustainable development strategies because the residents and the visitors are not antagonists. The line between the residents and the visitors is blurring in terms of the use of their free time, and localhood is starting to become the central axis for the strategic development concept. Localhood is already the most sought after value for both the residents and the visitors, and it will be so in the future.

One of the inevitable directions of tourist service development is the residents' participation in the creation of customised offer for the visitors and local community members, also where it involves use of creative industries. Such offers should also encourage visitors to visit places other than the historic districts (dispersal). The growing role of new technology in the smart city concept is also aimed at the visitors, e.g. to analyse their customer experience. However, does it not evoke the sense of exclusion among a portion of residents ? Not everyone uses or wants to use new technology, they also want to keep their behaviour patterns private. Finally, what to tell the visitors and how to tell them that to ensure that their behaviour is socially and culturally accepted?

Entrepreneurship development and spatial management

The entrepreneurship development model that has functioned to date is undergoing a radical change both through the expansion of peer-to-peer platform, transnational corporations, or gig economy. There is no doubt that the fragmentary nature of the tourist economy will result in the dispersal of responsibility and competence. Thus, in what direction should the modern urban tourism management model maintained by the **destination management organisation** (DMO) evolve? Maybe their activity should focus on the stimulating local entrepreneurship development, enabling the residents to built the experience related to the destination, and not on direct commercialisation or efficiency assessment based on such indices as the use of accommodation infrastructure.

New business models start to create antagonisms between the traditional catering industry and street food or culinary offer of residents, hotels and p2p rental, public transport services and the door to door transport services, certified tour guides and free walking tours. The development of service sales using blockchain-based cryptocurrencies is also not a matter of distant future. The issue is not the expansion of commercialisation, but unequal competition, particularly in terms of tax regulations and standard requirements.

The tourists' diverse motivations to visit particular cities and their segmentation in terms of behavioural patterns translate into the manner of managing and using urban space,

which, apart from the historical and cultural space, includes space for commerce and entertainment (including night-time economy). Each of the zones has different requirements for the users and the service providers. Can this phenomenon be regulated? How can this be done? Therefore, is urban space organisation an exclusive responsibility of the local authorities or all the beneficiaries due to the sense of shared responsibility?

The observed change in the function of historical quarters in the form of their transformation from residential to service districts, known as **tourism gentrification**, causes various problems, not only social ones. How to protect the heritage against chaotic land development,

often referred to as disneylandisation, and the residents' right to use the space. It should be remembered, however. that tourism can also be a motivation for beneficial revitalisation of certain areas in urban districts. Is there a need to determine the limit of commercialisation of public space, including sacred places?

The search for answers to the questions was the aim of the thematic panels at the conference because...

A city that is not good for the residents, is not good for tourists.

By Bartłomiej Walas, Ph.D.
Project Coordinator

Conference Agenda

Date: 1–2 March 2018

Place: ICE Krakow Congress Centre, Poland

Target groups: municipal authorities, NGO, DMO,
trade associations, entrepreneurs

Conference Agenda

⏻ **1 March 2018**

10.00–10.10   Jacek Majchrowski – Mayor of Krakow

10.10–10.20   Elżbieta Bieńkowska – European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs

10.20–10.35   Denis Ricard – Secretary General of the Organization of World Heritage Cities (OWHC)

10.35–11.00   Bartłomiej Walas – Challenges for Tourism in Historical Cities

11.30–13.30   panel: **24-HOUR CITY**
introductory case study: AMSTERDAM, Mirik Milan

14.30–16.30   panel: **GOOD LIFE VS. ATTRACTIVE DESTINATION
introductory case study: EDINBURGH, John Donnelly**

16.30   closing of the first day

⏻ **2 March 2018**

08.30–10.30   a theme walk around Krakow

11.00–13.00   panel: **SMART CITY, FOR WHOM?
introductory case study: BREGENZ, Cristoph Thoma**

13.00–13.30   the signing of the letter of intent on future cooperation

13.30–14.00   wrap up of the conference: Andrzej Kulig – Deputy Mayor of Krakow

Historical Cities 3.0

24-HOUR CITY

PANEL

Moderator:

Piotr Zmyślony,
Ph.D., Associate Professor,
University of Economics and Business,
Poznan, Poland

Case study:
Amsterdam

Mirik Milan,
Night Mayor of Amsterdam,
Netherlands

PANELISTS

Iva Carević Peković
Director of the Institute
for the Restoration of
Dubrovnik, Croatia

Mara Manente
Director of CISET,
the International Centre for
Studies on Tourism Economics,
Ca' Foscari University of Venice,
Italy

Christophe Vidal
President of Toulouse
Nocturne association
and Occitanie Nocturne,
Tolouse, France

Jan Mazurczak
CEO, Poznan Tourism
Organisation, Poland

Aleksander Miszalski
Co-Owner of Smart
Hotels & Hostels, Krakow
Chamber of Tourism,
Poland

Robert Pawlusiński
Ph.D., Jagiellonian
University, Krakow, Poland

**Armin Mikos
von Rohrscheidt**
Ph.D., associate professor
in GSW, Gniezno, Poland

Scope of the panel in questions

The topic of the discussion among the panellists was organisation of supply in historical cities, adjustment of urban infrastructure for visitors, adaptation to global economic processes, commercialisation (including sharing economy and gig economy), and night-time economy. There was an analysis of tourism gentrification. The panellists sought an answer to the question about the division of responsibilities in this regard and the role of the modern DMO.

- ⇨ Gentrification of historical cities and social issues of tourist-oriented revitalisation,

- ⇨ Sharing economy and gig economy – expansion of commercialisation or unequal competition? Partner or rival?

- ⇨ Night-economy – whether and how to regulate?

- ⇨ Are there limits to commercialisation of public space?

- ⇨ Who should be responsible for organising supply of services for visitors in historical cities? Entrepreneurs: together or separately? What is the role of modern Destination Management Organisation (DMO)?

Historical
Cities 3.0

Introduction

In historical cities, there is a growing problem related to uncontrolled and unsustainable tourism development. The tourism offer is based on cultural heritage, which is a resource whose marketing value depends on its protection against degradation resulting from increased tourist traffic. This paradox related to tourism management in historical cities gains an additional meaning in the context of the change in tourism supply resulting from globalisation. A dense network of hotels in the historical urban fabric has recently been supplemented by hostels and apartments rented via online peer-to-peer platforms. The long-term effect of touristification of historical cities is their residential and commercial gentrification, which results in the gradual outflow of the previous residents, who are economically and socially pushed out of attractive historical districts. This process leads to **conflicts between the residents and the tourists**. In Venice, Barcelona, Dubrovnik, Lisbon or Amsterdam, the residents organise street protests, happenings, and blockades of transport routes. Hence the question: what role should Destination Management Organisation (DMO) play in the face of overtourism? Are the contemporary DMOs feel up to the challenge and what measures do they take or should they take to ensure that tourism development is as conflict free as possible?

In the context of the above mentioned problems there is a need to consider the issue of night-time economy, which to an increasing extent affects historical cities. Despite their attractiveness for tourism, the development of night-time cultural, entertainment, catering, commercial and recreational businesses and the accompanying industries, creates and attracts conflicts resulting from the divergent interests of the night-time city, and the day city, which sleeps and night and wants to rest. **Night-time economy** is hedged about with many regulations that order and prohibit certain actions, starting with the prohibition of noise nuisance at night or the working time regulations. Furthermore, it is not coherent and strong in terms of capital. Such activities are often undertaken by enthusiasts, artists and creative people who create the atmosphere of the city. Taking account of the fact that in recent years, many cities have appointed night mayors, whose task is both to support night-time industries and to mitigate their negative impact. In this context, a question arises: do historical cities need night mayors and to what extent? How to they help the residents in the process of tourism development in historical cities? What experience, instruments and competence can DMO be supplied with by the institution of night mayor?

Discussion

The discussion on the issues was preceded by the case study of Amsterdam, which focused on coordination of night-time economy, presented by M. Milan, the night mayor of the city.

The debate was divided into two parts. The first one was dominated by the topic of challenges faced by historical cities due to overtourism, the second one was dominated by the debate on the impact of night-time economy on tourism. At the beginning of the debate, the need arose to define a historical city. R. Pawlusiński stated that, in the broadest sense, it is a city that originated before the modernist era, so we can perceive it not only as a separate unit, but also as a historical district surrounded by modernity. What is also important here is the marketing context, which uses historical resources to create offers for various target groups, primarily tourists, which exposes those resources to the risk of commercialisation and leads to the debate on the right to the city from the perspective of particular target groups. A. Mikos von Rohrscheidt pointed to the coexistence of various types of historical cities on the tourist market: large palimpsest cities, cities of a single theme, cities of a single man, and small historical cities. They all have to develop their own system for managing tourism development.

M. Manente made a reference to the marketing context by describing the current state of tourism development in Venice. **The greatest problem of that city is the fact that its renown surpasses the renown of the most popular attractions located there that form the core of the tourist product**. A survey carried out by the CISET, the International Centre for Studies on Tourism Economics has shown that the visitors are attracted by the St Mark's Square (81%), the Doge's Palace (76%), while other attractions draw attention of much fewer people (from 31% to 42%). As a result, thousands of people go sightseeing around Venice in the same way they surf the Internet, and they are content with the general impression.

The social and economic costs cannot be deemed superficial. They include: pollution of the city and physical degradation of historical locations, increase in consumer goods prices and rents, replacement of tourists interested in the cultural heritage of the city with mass arrivals of one-day visitors, spatial and temporal congestion of tourist traffic (70% of all visits focus on a few attractions during 4 hours of a day).

I. Carević Petković emphasised the maladjustment of the historical architecture and technical infrastructure of historical cities to their intense use by an excessive number of visitors who have greater and greater demands. The day-to-day life of the historical part of Dubrovnik involves such events as sewer blockages, transformer and voltage station malfunction, low water pressure in taps, continuous renovation of flats, excessive amount of waste, collapsing street surface, and increased air temperature due to the use of air conditioning. The social consequences are also important. The cost of living in the Old Town is 30% higher compared to other districts. **The problem is the privileged position of tourists in relation to the regular residents**, whose symptoms include leniency of the police, legally undefined functions of immovable assets, uncontrolled modification of building interiors, or the ease of trading historical houses.

Both discussant pointed to the **negative role of cruise ship operators**. Large cruise ships bring 7,000–8,000 visitors for a few hours every day. Despite the economic benefit, they generate congestion, pollution, and noise. The long-term effect of overtourism is the outflow of residents and the ageing of the local communities. The Old Town Venice has 54,000 residents, which is 120,000 fewer than in the 1950s. On average, that population drops by a thousand every year. In Dubrovnik, their total number is 1,500, with 30% being over 65.

Taking into account of the scale of problems accompanying tourism development in both cities, other participants in the debate were surprised to hear that there were no DMOs that could confront the interests of entities offering services for tourists with the needs of the residents and which could form centres of action mitigating the effects of overtourism.

An important element of the debate was the attempt **to answer the question whether European cities should develop a common policy in regard to the peer-to-peer accommodation or transport platforms**. P. Zmyślony presented a range of **possible regulations** regarding their activities including fines for unlicensed apartment rental (Barcelona), tourist tax (Paris, New York), limited rental time (Amsterdam, Paris), limited rental space (Berlin), and development of regulations concerning the provision of statistical data to city authorities. In this context, the panellists stressed the diversity of historical cities in terms of the development of available accommodation infrastructure, the sharing economy market, and the resultant problems. At the same time, they stated that a proposal of such a common policy would be an interest-

ing option for cities. Everyone also agreed that Airbnb and other online platforms complement the cities' quality and spatial offer of accommodation services and strengthen the spirit of enterprise in the residents. It is therefore very difficult to define a unified urban policy in regard to such services, but there is a need to take care of their quality. A. Mikos von Rohrscheidt proposed **a solution consisting in introducing classes of restrictions depending on the state of a city's accommodation infrastructure to date**. Cities where peer-to-peer services fill the gap on the accommodation services market would "turn on" the appropriate higher standards and more restrictive regulations. A. Miszalski pointed to the absence of relevant tax regulations regarding apartment rental in Poland.

The debate on the opportunities and risks related to the development of night-time economy and its regulation was dominated by the cases of Amsterdam and Toulouse. M. Milan emphasised the fact **that night-time economy is part of every city's DNA**. Night should be treated as the time when highly creative and talented people meet. Support for night-time economy cannot aim at facilitating hedonistic attitudes and simple entertainment, but its goal should be to increase the opportunities for creative industries. Amsterdam has introduced 24-hour licences for music clubs active in strictly

defined space outside the city centre, and there is a strictly enforced requirement of diverse cultural and entertainment activities (discussion centre, exhibition space, cultural incubator, catering services, etc.). In the streets, night-time volunteers (square hosts) have appeared, and they admonish people whose behaviour is too loud and aggressive. A three-year strategy has been drafted in order to support festivals and cultural events, and a system for monitoring available space for music in the city has been introduced for the purpose of that strategy. This has led to a 25% drop in aggressive behaviour and a 30% drop in night-time nuisance reports by residents.

Ch. Vidal stated that establishing and maintaining the institution of night mayor makes it possible **to identify weak points of the cities' policies regarding night-time economy**, which in most cases, focuses on restrictions and prohibitions, and does not take their long-term effects into account. In their stead, Toulouse started developing integrated policy concerning night-time public transport, support for catering services, illumination of buildings, longer museum opening hours, protection of rights of workers working night shifts, and a night-time emergency line. All the measures, however, should be preceded by relevant studies on the current state of affairs and forecasts of

the effects of specific solutions. Therefore, the "White Paper on Night-Time Economy" has been prepared in Toulouse, and it contains a description of night-time services supply and results of a survey on the residents' expectations in regard to the development of cultural, transport, health care, security services, etc.

The panellists paid attention to the organisational structure and the origin of the institution of night mayors. In Amsterdam, M. Milan is the head of a non-governmental organisation co-financed by businesses and city authorities, which employs 20 people and has a management board and an advisory board. The institution presided by Ch. Vidal is also based on the cooperation of entities involved in night-time economy as part of the Toulouse Nocturne association. On one hand, both night mayors are ambassadors of service providers who carry out their activities in the evening and at night and promoters of cities' nightlife, while on the other, they cooperate with local authorities to ensure that nightlife is as harmonious and sustainable as possible. In their opinion it is important to both support night-time economy and mitigate its negative impact. The night

mayors work during their terms on the basis of the election by the night-time economy sector and the approval by city authorities. In this context, P. Zmyślony noticed **similarities in the organisational structure of the night mayor and DMOs**, but the different purpose of their establishment. The original purpose of the DMO is to promote the tourism offer of the city and ensure quantitative and qualitative growth in the tourism function, while night mayors were appointed to minimise the nuisance and problems related to activities carried out after dark. Therefore, they could be compared to "night DMO", whose aim is to strive for sustainable development of the city.

In the face of problems related to tourist economy that affect Dubrovnik and Venice, it is hard to speak of any acceptance of the development of night-time economy, which, in those cities, is identified with conflicts. It is also technically difficult. In Venice, there is no street lighting after dark, and pubs and restaurants are closed at 11 p.m. In Dubrovnik, buildings have no basements, and nightlife is allowed only outside the Old Town.

In Ch. Vidal's opinion, the experience of night-time economy can help tourism is contained in strategic planning that takes into account interests of all stakeholders, including those who do not participate directly in the benefits of the development of such tourist and/or night-time activity. In such a case, there is a need to consider such aspects as provision of security, forecasting of negative effects of current actions, and guarantee of appropriate working conditions. M. Milan stressed that sustainable development is very important for young residents of historical cities who should be provided with enough time to become convinced that they made the right decision to stay in that particular city for the future. J. Mazurczak pointed to the role of good development of night-time economy in support for a city's academic function.

A. Miszalski stated that the introduction of the institution of night mayor cannot be unaccompanied by a relevant informational campaign in order to avoid the unnecessary and unequivocally negative associations with the name. In Krakow, there are more and more signals that tourism is a nuisance, and thus that there is a need for an institution that could reasonably solve or minimise the development problems. J. Mazurczak noticed that DMOs are the first point of contact that naturally attract problems related to night-time economy, while tourism is the first area that shows the problems experienced by the residents in their day-to-day life. Representatives of Polish cities stated that it is important to ensure that regulations regarding night-time economy, including rules governing night clubs, club visitors' behaviour, sales of alcohol, parking, and other aspects, are supported by good quality law. In Poland, one can speak of a need to civilise and restrict night-time economy and not its coordination and support for it.

The elements that are combine night-time economy with tourist economy in a favourable manner are evening events. A. Mikos von Rohrscheidt explained that these are events that start in the late afternoon, or even in the evening, and continue late into the night. These include great and regular (even everyday) light and sound shows organised in the vicinity of the most important historical monuments (Avignon, Giza, Strasbourg, Malbork), and the smaller forms, such as thematic guided walking tours that offer their own atmosphere, evening location-based games, extended suppers, thematic concerts, evenings of legends, film screenings, or organised social games.

R. Pawlusiński observed that the way the people go sightseeing around and live in historical cities has changed, and thus the development of night-time offer is forced by the modern tourists, but also by the new residents. There is a need to notice not only the increase in the popularity of hedonistic lifestyle, but also the change in the model of night-time "recreation" – previously, many of the events took place in private flats, and nowadays, this is becoming rarer. Instead, the people search for a night-time offer in the city.

Conclusions and recommendations

- Night-time economy and tourist economy are characterised by similar, dispersed structure. They are mutually compliant as two sides of leisure offer available in the city – during the day and during the night. They also require an integrated approach to planning and management based on a consensus among the industries and the sectors.

- The contemporary trends consisting in touristification of residents' lives and the search of localhood by the tourist, the integration of the tourism function and the night-time function is inevitable. All measures should be based on continuous monitoring of their evolution and negative symptoms of their development.

- Harmonious and integrated management of night-time economy is a young concept in urban development. Most of the participants in the conference admitted that the idea of night mayor based on the cooperation of all concerned parties for the sake of determination and minimisation of social costs and identification of good sides of life in the city, and thus transformation of the problems into assets, is worth transplanting into the field of tourism. However, it is important to take an approach aimed at quality both in the case of tourist economy and night-time economy. What is crucial in this context is the diversity of activities and functions within the range of actions carried out by specific entities and within the entire city's offer.

- For many years, the concept of sustainable growth was treated as a collection of more or less abstract, and at the same time attractive, slogans, which should be included into cities' development strategies to ensure the favour of the residents, institutions funding development project, as well as supralocal and international authorities. This was facilitated by the general and quite enigmatic way the rules of their implementation were formulated. The difficulties arose at the stage of the actual implementation of the principles. The actual conflicts arising from many years of negligence in urban planning, unsolved disputed issues and the impact of globalisation resulted in the need for a paradigm shift in the management of tourism development.

- Specific negative experience shows that the conflict management concept is more useful for the achievement of sustainable tourism development goals in historical cities. Conflict resolution requires a mediator who has authority, is seen as reliable by the partners, able to diagnose the problem, has an expert's knowledge, and an appropriate organisational structure, as well as relevant formal and legal powers. In this context, the institution of night mayor refreshes, reinforces and complements the activities of a DMO, which is an institution responsible for managing tourism in European cities. It is therefore unreasonable to ask the question whether historical cities need a coordinated approach to the development of night-time economy. Instead, there is a need to ask how quickly the institution of night mayors will spread and when the tourist sector will become partners with the night-time sector.

By Piotr Zmyślony, Ph.D., UEP Assoc. Prof.

GOOD LIFE VS. ATTRACTIVE DESTINATION

PANEL

Moderator:

Adam Mikołajczyk, President
of the Best Place – European Place
Marketing Institute Foundation,
Warsaw, Poland

Case study:
Edinburgh

John Donnelly, Chief Executive
of Marketing Edinburgh, Scotland

PANELISTS

Carlo Francini
Scientific Coordinator of
Association of the World
Heritage Sites in Italy, Site
Manager of the Historic
Centre of Florence, Italy

Petr Slepička
Director of Visitor Services at
Prague City Tourism, Prague,
Czech Republic

Pekka Sauri
Ph.D., University of
Helsinki, Deputy Mayor
of Helsinki in 2003–2017,
Finland

Magdalena Piasecka
Deputy Mayor of
Wrocław, Poland

**Ewelina
Szczech-Pietkiewicz**
Ph.D., Warsaw School
of Economics, Warsaw,
Poland

Krzysztof Jędrocha
President of Polish
Prestige Hotels&Resorts,
Krakow, Poland

Scope of the panel in questions

The purpose of the panel was the identification of demand for tourism and the search for the answers to such theses and questions as:

- Is a visitor a temporary resident?
- How to encourage the spirit of entrepreneurship in the residents so that they provide services to the visitors?
- Conflicts between the needs of the residents and the development of tourism,
- Why residents leave tourist zones?
- How to assess the quality of life and the comfort of stay in historical cities?
- Are there limits to the adaptation of urban space to the visitors' needs?

Introduction

The topic for the debate among the panellists was quite provocative – can a historical city be a place of high quality of life as an attractive tourist destination? Whence such a perspective of reflection? Let us try to explain it. At first sight, there are very good prospects for the development of tourism in cities because the global tourist market will continue to grow, particularly in the city break sector. It is predicted that it will supersede the global economy in the next decade, and its average annual growth will be at about 4%. The main beneficiaries will include cities, including historical cities and the ones that are perceived as the most attractive tourist destinations that already receive the most visitors. According to WTM London 2017 Edition, these are: Hong Kong, Bangkok, London, Singapore, Macau, Dubai, Paris, New York, Shenzen, Kuala Lumpur. Euromonitor International estimates the increase of tourist arrivals in those cities by 2025 at the minimum of a few percent a year, while in some cases, the number of will virtually double. The most visited European cities other than Paris and London are: Rome, Istanbul, Prague, Barcelona, Milan, Amsterdam, Antalya, and Vienna[1].

Due to impact of the tourist service sector on job creation, nearly all the cities intend to increase the number of arrivals by implementing relevant development strategies. Public funds are most often allocated for marketing, but with the emphasis on the increase in the volume of tourist traffic. And it is why the those places often become victims of their own success.

[1] *10 Largest Cities in Europe for Inbound Arrivals*, 2016, Euromonitor International

Concentration of tourist at the same time causes numerous problems, such as over-crowding, excessive use of services and public infrastructure, and in consequence, growing dissatisfaction among the residents. Another problem is the unequal distribution of the income because often only 5–10% of the money spent by the tourists remain at places they visit. These new, unfavourable phenomena reduce the quality (and value) of both the visitors' and the residents' experience. The peak was reached in 2017, when the apparent new crisis, referred to as overtourism, started to be observed. Though it surprised many, it is simply a new name for a problem that has existed for years. Apart from the media coverage, local communities organised protests in many places (e.g. Barcelona, Berlin, and San Sebastian) claiming that tourism bring more harm that benefits,

or the local authorities intervened, which took various forms (e.g. in Amsterdam, Seoul, Cinque Terre, and Iceland). At the same time, tourists themselves complained about their holiday-related disappointments due to overcrowding, long queues, and the absence of the local climate. However, are such drastic attitudes not changing into tourismophobia?

The experts indicate several reasons for such a state of affairs. The most important ones include:

- the managers of tourist destinations not understanding and not aware of the fact that tourism, apart from the whole range of beneficial effects, can also generate unfavourable ones, particularly for the local community,

- ineffective planning of tourism development,

- growing global middle class,

- development of new markets (e.g. the Chinese market),

- drop in the travel costs (low-cost airlines, budget accommodation, cheap taxis, etc.),

- reduction in the number of intermediaries in the supply chain (disintermediation) and the development of P2P (peer-to-peer) networks, such as Airbnb, which facilitate cheap travels.

Such new challenges result in the question about the quality of life and the meaning of that index. Various specialist city rankings make an attempt at finding an answer to the question. An example that can be mentioned here is the automated **Quality of Life Index**, which estimates the general quality of life in cities by applying an empirical formula that takes account of eight detailed indices: purchasing power, pollution, property price to income ratio, cost of living, safety, health care, commute time, and climate index. This results in up-to-date calculation of the index and presentation of the best cities to live in. As of March 2018, the global top ten includes such cities as: Canberra, Raleigh, Wellington, Eindhoven, Zurich, Brisbane, Ottawa, San Diego, Luxembourg, and Adelaide.

Another one is the **Quality of Living Rankings by Mercer**, which analyses 450 cities around the world and takes account of many particular characteristics that allow the quality of life to be evaluated. They include: political and social environment, economic environment, social and cultural environment, public services and transport, and recreational infrastructure. We will quickly reach the conclusion that most of the indices are important both from the visitors' and the residents' perspective.

Was not the person who said that a visitor (tourist) is a temporary resident right? Can we invest in the quality of life for residents and thus contribute to the attractiveness for tourists? Is it the perspective that can reconcile tourism development and improvement in the quality of life in the city? These are some of the questions that the participants in the panel tried to answer.

Discussion

The starting point was the case study of Edinburgh presented by J. Donelly. This historical city, which includes UNESCO World Heritage sites and renowned festivals, started to face the problem of overtourism.

After the inspiring introduction, the panellists analysed the thesis about the conflict between the needs of the visitors and the needs of the residents and the ways to counteract them.

According to M. Piasecka, such an issue is not visible in Wrocław, and the city does everything to prevent the problem. What is supposed to be the main weapon in the struggle for the residents' quality of life, and at the same time good visitor experience, is wide-ranging public consultation and marketing research and quality of life survey. Their purpose is to assist in monitoring the relationship between the visitors and the residents, and where needed, to facilitate appropriate response to the appearing symptoms of a conflict. The panellist believes that this will allow the residents to co-create relevant solutions and thus guard good quality of life in the city.

On the other hand, P. Slepička cited quite different experience of the Czech capital. In Prague, the conflicts between the visitors and the residents have already appeared for some time. The bones of contention included the ubiquitous Segways. The problem had to be solved by banning that means of transport from tours in the Old Town.

When discussing the case of Edinburgh, J. Donelly cited the fact that a regular survey has involved residents stating that they are

satisfied with the quality of life in the city (95% of the respondents) and that they believe that the festivals contribute more to the improvement in the quality of life than its deterioration "(76% of the respondents), but the managing bodies noticed the earliest symptoms of the negative impact of excessive tourist traffic (particularly in the summer months) and quickly decided to draft a special strategy for managing tourism in the city. The first signal was the report on the festivals held in the city that analysed the ways the stakeholders could cooperate to improve the visitor and the resident experience. The report focused particularly on the impact of the short-term flat rental, the possible strengthening of the public transport during the festivals, and services related to waste, which is a plague for the city. The main determinant for measures under the strategy was the triangle of "**the spirit of the city in balance**", i.e. the balance between the residents, the visitors, and the business. The strategic tasks that have been recognised as the most important include: determination of the target amount of money spent by tourists vs the growth in the number of tourists, focus on individual tourists, and special measures in regard

to organised groups, extension of the available offer and off-season promotion, or investment in human resources through provision of training for staff.

C. Francini presented the objectives of the "Management Plan of the Historic Centre of Florence", which is an urban policy instrument in this regard. The main tasks that form the basis for the action plan include the management of the city's tourism system, with **the Florence Card** as its primary instrument. The project has been thought in a way that provides an integrated system of cultural services that allows tourists to visit 72 museums, cultural monuments, villas and historical gardens where priority access is provided. The card is valid for 72 hours and it costs € 72,00. The Firenzecard+ is an additional pass to free transport services and products offered by local businesses. Both cards achieved huge success, which is measured not only through the volume of sales, but primarily through the increase in the number of visits to the less known locations and museums of Florence. Currently, other tools are being analysed, and these include such instruments as the "load capacity study for the Historic Centre of

Historical
Cities 3.0

Florence". Taking the pressure of the tourist traffic into consideration, it is necessary to carry out analyses aimed at determining the "load capacity" of the Historic Centre of Florence and the maximum number of tourists that can be served in that place. There will be a pilot introduction of alternative tourist routes for the sake of reducing the congestion in the city centre proper and redistributing the tourist flow in space and time. K. Jędrocha observed that one of the solutions that work in Krakow is **moving the point of gravity from the tourist groups to business tourism (meeting industry)**, which interferes with the urban fabric to a lesser extent. He also praised regulations introduced by such cities as Florence in regard to the **protection of the local trade and crafts and control of the sold goods**. These regulations will also define the function of "historical business" and ensure particular protection of entrepreneurship that is

characteristic of local tradition. He also indicated that, apart from obligations and prohibitions, a good practice could be the introduction of time-limited tickets to selected attractions, as it has been done in Paris.

J. Donelly named feasible marketing solutions. The ones that he listed as the most important include appropriate segmentation, selection of target groups, search engine optimisation, and a high price strategy, which is reasonable in certain cases. **The final tool can be de-marketing**, whose objective is to discourage visitors from coming to a specific place, though no city has made a decision to use it so far. E. Szczech-Pietkiewicz cited the examples of indices aimed at measuring the quality of life in the city that use the needs of tourists and the city related to the development of tourism and promotion in this field.

Conclusions and recommendations:

- Paradigm shift in tourism – a higher number of tourists is not necessarily better. Good tourism, quality tourism, is better tourism.

- The managing bodies should abolish the practice of defining tourism-related goals based exclusively on the number of arrivals. These are bad gauges for tourism management. Tourists' expenses combined with visitor and resident satisfaction are examples of desirable gauges of tourist success of a destination.

- Tourism development should follow two main principles – sustainable development and competitiveness.

- Skilful, in-depth segmentation, and thus promotion based on behavioural characteristics, emphasis on the development of business and individual tourism, can be an antidote for mass tourism.

- Cities should use various tools to encourage longer stay at the expense of the frequency.

- The concerned stakeholders should cooperate – establish cooperation networks and advisory bodies that help local authorities and the tourism industry determine the scope of acceptable changes. There is also a need for innovative thinking in city authorities and business leaders, who should jointly work on the management of the growing number of visitors, reaction to their changing expectations, and the tourist experience. Use of partnership between the private and the public sector will allow local communities to protect tourist resources and create opportunities for development of enterprises in the private sector and non-governmental organisations throughout the value chain.

- A chance for resolving conflicts is also seen in the rise of sustainable tourism in prominence and creation of a fashion for it. It is currently on the right track to becoming a part of mainstream tourism because it makes it possible to mitigate the negative effects of tourism, improve the quality of life, protect the sites, and provide the visitors with genuine experience. Sustainable practices seem crucial in the management of balance between the benefits and costs of tourism development. 2017 was made the International Year of Sustainable Tourism in order to combat the issue of overtourism and promote sustainable principles of cooperation in the tourism industry. Despite the ambitious goals of the idea, we are still long way from the universal application of sustainable tourism principles. A 2017 survey of British tourists has shown that only 17% of the respondents intend to check how tourism impacts local community at the destination before another holiday trip. Only 15% of the respondents reflect on whether the residents of the destination benefit from the development of tourism, and nearly a half of the respondents did not intend to take such aspects into account before embarking on a tourist trip.

- Many problems can be solved through application of circular economy principles, appropriate planning of tourism development, and simplification of legal regulations. It is also necessary to continuously measure (monitor) the economic, environmental and social impact of tourism. Only after the needs of the local community are considered when planning and implementing action related to tourism can this branch of economy fully use its potential as an invaluable catalyst of social, economic and environmental welfare.

By:
Adam Mikołajczyk

SMART CITY, FOR WHOM?

PANEL

Moderator:

Magdalena Kachniewska,
Ph.D., Associate Professor,
Warsaw School of Economics,
Poland.

**Case study:
Bregenz**

Christoph Thoma,
Cultural Manager,
CULTURELAB e.U.,
Bregenz, Austria

PANELISTS

Chris Murray
Director of Core Cities,
Manchester, UK

Magdalena Florek
Ph.D., Associate Professor,
Poznan University of Economics
and Business, Poland

Paweł Gogołek
Cultural Project
Manager, QRTag ,
Poznań, Poland

Piotr Grzelak
Deputy Mayor
of Gdańsk, Poland

Julien Hallier
CEO Destination Poland,
Cracow Chamber of
Tourism, Poland

Scope of the panel in questions

The topic of the panel was the role of the new technology in the concept of the functioning of historical cities. To what extent should it serve the residents and to what extent should it serve the visitors? Will the smart city management concept, which takes account of the multifaceted (socio-cultural, technological, economic) change to urban space, stand the test of time?

- ➲ Modern technology is supposed to help people, not to exclude them!
- ➲ In what areas mobility should be provided to residents and visitors?
- ➲ Technological solutions – assistance or surveillance?
- ➲ Are cutting edge technological solutions deployed in accordance with the smart city concept not contradictory with the atmosphere of historical cities?
- ➲ Technology, as a modern source of new business models, gauge of attractiveness of a location,
- ➲ New forms of empowerment and local participation in tourism management.

Historical
Cities 3.0

Introduction

The discussion followed a few leading trains of thought. Firstly, the panellists were supposed to define the smart city and indicate possible connections between that concept and the dynamic development of new technology. Recognition of the fact that smart cities should benefit from the knowledge and experience of all residents leads to another question: about supporting public participation and sourcing creativity from the crowd (crowdsourcing).

The aforementioned issue gives rise to the issue of opportunities at the crossroads of smart city development and security (in the physical, digital and social sense) and the issue of the use of large, unstructured data sets (the so-called big data) in the management of city and its entities. What turns out to be important in this context is the issue of protection and the right to use personal data obtained via various IT systems (e.g. city CCTV system, GPS, transaction data, and mobile phone services).

New technology is also a tool for resolving potential conflicts between the residents' needs and the mass tourist traffic, and at the same time, an important factor contributing to the growing tourist traffic and the increasing gap between the generations. The problem that was singled out in this context was the so-called digital exclusion, and the question how to develop smart cities if we want to ensure equal access to information, functional solutions or a specific standard of services for all residents and visitors.

The discussion was preceded by the case study of Bregenz presented by Cristoph Thoma of CULTURELAB.

Discussion

As suggested by M. Florek, the panellists attempted at reaching agreement on the meaning of the term smart city. For the sake of the debate, it was assumed that a smart city is a city that uses information and communication technology (ICT) to improve efficiency of urban infrastructure and increase the residents' awareness through:

- investment in human and social capital,

- development of transport infrastructure,

- promoting sustainable economic development and high quality of life through public participation.

This definition does not necessarily imply the necessity of a link between the smart city concept and the use of modern technology. At the same time, nearly all participants were able to indicate the signs of that connection in the practical workings of their cities. As observed by Ch. Murray, the terms smart city and ICT are permanently and inseparably linked, but nearly all the discussants indicated such elements in the functioning of modern city that show that proper performance of a city's functions (including provision of security, common access to services, efficient flow of information, etc.) would be extremely difficult without technological support if we take account of the dynamic of urban development and the growing expectations of the residents. M. Kachniewska emphasises the seemingly obvious and very practical issues related to temporary changes in transport, which in most Polish cities, are announced on the websites of transport offices or departments, while most residents expect such information to be sent directly to their e-mail inboxes or smartphone displays. Such expectations are more and more common in society, and the scope of expected information is increasing. These expectations are particularly common among young city dwellers, i.e. the generation of **"digital natives" and tourists, who want to ensure extra sense of security and continuous access to information and thus willingly use new technology and are very adroit at using them**.

Ch. Thoma pointed to the fact that a smart city is primarily is **a system of interpersonal relations**, which do not always go hand in hand with technology. The latter might lead to technicisation of the relations and make them shallow, which is unfavourable for the creation of social capital and public participation. At the

same time, the panellists sought IT solutions that provide tools for further empowering the residents (discussion platform and forums, the opportunities for summoning and organising events, open IT space with repositories of documents and data on the workings of the city and the residents' life, etc.). There were suggestions that an IT ecosystem that involves data from various sources can make it possible to create such solutions as smart grids, smart transport system, remote health monitoring programmes for the elderly and the chronically ill, and universal online education systems.

P. Grzelak indicated that improvement to the quality of life in a city starts with the identification of priorities that are not always unequivocal and not for all. What can be used as a starting point is transport, including public transport (in more and more congested cities, it is necessary to make attempts at reducing the number of private cars and replacing them with mass transport, which will result in better traffic and smaller CO2 emissions). The experts emphasise the great importance of waste collection, which contributes to increased recycling rates, and thus – protection of the environment. Other point to the necessity to ensure public security or optimisation of energy management

in the city. The list of issues also includes such problems as the analysis of advertisement visibility, management of urban green areas, or proper air circulation. Each of them translates directly into the residents' quality of life, but at the same time, information on their lifestyle indicates the desirable directions of changes to city management and the issues that should become priorities.

The participants in the panel remarked that each new platform and new monitoring system (CCTV, financial monitoring, transport monitoring) results in a rapid increase in the amount of data on the residents and the tourists and their activity in the physical and virtual urban space. This is turn leads to a situation where more and more is known about groups of people and individuals. This increases **the sense of digital danger** (reduced privacy, risk of hacker attacks against data sets, the necessity to ensure data security, etc.). This observation resulted in the debate about the relatively low public awareness in the field of personal data protection and own privacy. P. Gogołek stressed that sharing a large amount of data on oneself is an inevitable consequences of the use of banking, transport or mobile phone services (though not everyone is aware of it). The illusion that it is possible to

maintain privacy in our contemporary age induces many people to abandon social media and mobile applications, but the same people fail to realise that their every step in public space is recorded by various devices (mobile phones, including those that have been turned off, ATMs, credit and debit card terminals, season ticket and city card readers, etc.). If subjected to a relevant analysis, these data sets could be used to improve the residents' quality of life. M. Kachniewska provided **the examples of cities that are able to use such data resources to take measures in regard to**:

- road traffic safety (Moscow),

- optimisation of the city's traffic system and car park management (Taipei),

- protection of urban green areas (New York),

- waste management (Los Angeles),

- epidemics forecasting (Tokyo),

- fire risk reduction (London and New York),

- forecasting and managing tourist traffic (Paris),

- mass event security (based on the registered movement of mobvile phones) – solution implemented e.g. by T-Mobile.

Ch. Murray pointed to technological solutions that make it possible to organise conversation cafés (a form of sourcing social capital and public activity), and P. Gogołek provided examples of the use of big data for improved tourism management (e.g. implementations planned in Warsaw).

However, the largely unfamiliar concept of big data leads unavoidably to the question about digital security (e.g. transaction and data transfer security) and the line between surveillance and monitoring, between the clear breach of privacy and the practical possibility of forecasting human needs and expectations.

The panellist most often answer the question about the extent to which they would be willing to disclose their private lives to the city by stating that it would depend on the increase in the number and quality of services that the data administrator would offer in exchange for personal data.

P. Gogołek gave the example of Google Maps, which we use willingly by providing our private data for provision of data on traffic jams and convenient transport connections (saving time) and the sense of security in an alien environment.

Data security was not the only aspect of security discussed in the context of modern technology. Even provision of physical safety (movement around the city, reduction in the risk of mugging and theft, absence of road collisions) should be supported by monitoring systems and relevant applications. What will be equally important in terms of mentality will be the residents' and tourists' sense of independence in an unknown or poorly marked place, the issue of fluent communication, overcoming of linguistic barriers, or the access to information on transport or tourist infrastructure, cultural events, etc. Most of those issues equally affect the permanent residents and visitors, which is another reason for considering the fact that improving the quality of functional solutions and thus the residents' quality of life by itself boosts tourist comfort and satisfaction.

The panellists reflected on what data steams can and should be used in the process of forming or managing a smart city. They can mean

data collected by various public and private institutions (the amount of such data grows by 35–50% a year), particularly financial institutions. M. Kachniewska pointed to the fact that an analysis of payment card transactions can provide accurate information on the proportion of people who are staying in a city as tourists at a specific time and even on the revenue due to their visits and its structure. If this data was supplemented with an analysis of social media posts and search engine queries including the name of the specific city, the decision makers would acquire an extremely interesting picture (including the scope of competitive deficiencies and advantages).

The participants in the panel named **several barriers to the proper application of big data as a management tool**. Firstly, they emphasised the difficulties in accessing a lion's share of such data sets due to the fact that they are partially held by private institutions. Secondly, they pointed out concerns about the use of personal data by public institutions, which usually have to account for personal data management. Thirdly, the analysis of such a large amount of data requires huge expenses. In the

case of public institutions that are not allowed to use the data for profit (data commercialisation), a decision concerning such expenses would possibly be very difficult. What also seems to be a major barrier is the necessity to convince the residents to make some of their private data available in exchange for additional services (e.g. information, improved security, online handling of administrative matters).

Most cities fail to notice the full potential of the use of the data sets in the context of the improvement in the quality of life, stimulation of business activity among the residents, creation of new business models, etc. At the same time, the greatest opportunities for improving the quality of life in the city will actually result from analysis of big data because it is big data that provides the fullest picture of the residents' lives, the services they look for, the reasons for their dissatisfaction, and the ways they spend their time. No questionnaire or opinion poll provides such extensive information on the entire population of residents and tourists.

Another issue raised in the discussion was the prevention of the conflict between the needs of the permanent residents and the expectation of mass tourism, whose negative consequences exceed the benefits in many cities. In this case, there are also some hopes related to modern technology, which makes it possible to control human traffic flow, solve problems related to massive road traffic, availability of parking spaces, distribution of services, ticket reservation and purchase, administrative services for tourists and residents, etc.

The issue of conflict between tourism and the permanent residents' needs led in turn to the debate on the possible local participation in tourism management. In Poland, any forms of resident empowerment are very humble at the moment, but the formula of participatory budget is slowly reaching the minds of local communities. A natural vocation of a smart city should be to accelerate the process using relevant tools. Ch. Murray and Ch. Thoma pointed to the fact that there are already such solutions as debates in the town hall, workshops involving residents, common opinion polls, public consultation meetings, or conversation cafés. In Poland, this range of tools have not developed well yet, and many mayor believe that development of the council's website or blogs will manage to fill the gap. Unfortunately, public participation has not yet become a permanent characteristic of urban communities, and even the best technological solutions will not replace the fundamental need for preparing the residents to take responsibility for their own environs and communities. There missing elements include both proper habits and tools facilitating two-way communication between the administration and the residents.

In the context of the debate on tourism development, a doubt was raised whether the heavy promotion of smart city that is strongly connected with ICT will not lead to an unfavourable contrast with the promotion of historical resources and the image of a city that cultivates tradition. It seems that tourists, as a group that is particularly willing to use modern technology, would rather appreciate the convenience in this area.

The risk of conflict between residents and tourists is only one of the problems resulting from the congestion in cities. **The necessity to find a way to ensure convenience for the residents is one of the most urgent challenges of the 21st century**. The panellists' opinions indicate that the smart city should be an effect of such a way of managing a city that ensures:

- common access to information (about the city, development plans, events, changes to the workings of the city, etc.),

- efficient transport,

- efficient urban services and handling of matters in civic offices and institutions,

- favourable conditions for investment in the city,

- care for the environment,

- residents' security,

- various options for spending free time (cultural and sports events),

- active participation of residents in improving the city through cooperation with the administrative bodies.

Historical
Cities 3.0

Conclusions and recommendations

- When making the decision to create a smart city, local authorities have to show determination and consistence in action due to the extreme complexity of the process. The most important element of such an evolution is preparation of the residents, shaping of their awareness, which will allow the resources of the place that is being created for them to be used in the future. The residents' activity at the stage of smart city formation is the prerequisite for the success of the entire process because smart city is supposed to be a response to their dreams and expectations. Their activity and acceptance of the entire process is also required to ensure that up-to-date (and systematically updated) data sets, which will be used by the administration and at the same time provided to the residents (e.g. in order to handle administrative matters, ensure better use of the city's functions and fuller participation in its life), are managed in accordance with the law. Smart city solutions facilitating the residents' lives and making their more convenient (e.g. city card systems, smart transport or car park systems) are inseparably linked with the necessity to collect and process large volumes of data used by various institutions, organisations, and the residents themselves.

- There is also the issue of the so-called technological exclusion of persons who are less confident in and less willing to move around the digital world or have limited access to it. This pertains particularly to the elderly and less affluent persons, as well as less educated persons, who are not aware of their right to influence the urban space and cannot use the relevant tools (e.g. voting for participatory budget projects). Therefore, mayors face the challenge consisting in ensuring that the smart city concept actually serves the entire populations of residents and visitors and there is no risk at strengthening the phenomenon of technological (and thus also social or economic) exclusion. Data and technology cannot be used exclusively by the offices, organisations or institutions active in the city. They also have to be available to the residents, who will thus become part of the city's life. Development of solutions that they expect and suggest contributes to the democratisation of life. The available data and better information on the space we live in, more extensive cooperation and communication between people are good for durable development where equal attention is paid to social, economic and environmental issues. City authorities are faced with the challenge of developing civil society, which will be able to generate innovative solutions and actively participate in improved city management.

By:
Magdalena Kachniewska,
Ph.D., SGH Assoc. Prof.

The signing of the letter of intent on future cooperation
...Ć EDINBURGH LUBLIN TARNÓW

Letter of intention on cooperation between cities participating in the project HISTORICAL CITIES 3.0

Representatives of the cities declare their will to cooperate in order to exchange experience and good practices, and to seek similar or common solutions in the field of legal and financial matters, city management in regard to organisation of tourism and the local community's life, marketing communication, and spatial management.

The recommended forms of cooperation are:

- making joint decisions on topics for the next Historical Cities 3.0 conference, which will be held in Krakow in 2020,
- transferring knowledge on the legal, financial and organisational solutions used by member cities in the field of tourism management,
- developing a methodology for partially joint studies of tourist phenomena in the area all parties are interested in, primarily for the purpose of ensuring comparability of the results,
- sharing content and articles related to the scope of the project, which will be published at www.historicalcity.eu, which is an online platform managed by the City of Krakow.

Letter of Intention signed by:

Edinburgh (Scotland), Budapest (Hungary), Veliko Tarnovo (Bulgaria), Lviv (Ukraine), Tbilisi (Georgia), and Polish cities: Poznań, Kraków, Zamość, Gdańsk, Wrocław, Tarnów, Toruń.

WHAT NEXT?

The case studies, problems and future practical challenges discussed at the conference mark the beginning of the Historical Cities 3.0 project as a platform for cooperation between cities whose mission is to develop sustainably. The debate has shown that solutions in many areas depend on local conditions, but there are also cases where cities can adopt uniform, common tools. The dedicated portal, www.historicalcity.eu, is already a forum for exchange of opinions, information, and the strategic and operational solutions that are already in place. Every year, when defining the action schedule, the cities will organise workshops on selected urgent common problems. We would like to invite cities that are interested in the project to join it.

Organisers:

Kraków   kbf ★   ICE KRAKÓW CONGRESS CENTRE

Patronage:

OVPM OWHC OCPM   With the participation of UNWTO

Partners:

Cracow Chamber of Tourism   MOT Małopolska Tourist Organisation