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**“TOURISM IN BALANCE”  
BEST PRACTICES FOR SPREADING  
TOURISM IN TIME AND SPACE**

## 01. Regulation and visitor management

<b>Location</b>	<b>Florence</b>
<b>Type of challenge addressed</b>	<input type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input checked="" type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify) .....
<b>Context and issue/opportunity/challenge</b>	<p>Particularly in busy cities, overcrowding is a potential issue that can hinder residents and visitors' enjoyment of their city. To be able to better manage the spreading of visitors in time and place, it is useful to learn more about the movements of people. Such information is not always easy to attain, however. In Florence the municipality has experimented with the use of mobile data to achieve this.</p>
<b>Who took the initiative and who was involved</b>	<p>The initiative was taken by the municipality of Florence, in collaboration with Historic Centre of Florence. It was part of a wider project coordinated through the ATLAS network.</p>
<b>Description of best practice</b>	<p>The main aim of the project is to monitor the population flow in the Historic Center of Florence. The project collects data from mobile operators in Italy to understand the use of the city by people. Mobile analytics can be useful here, since similar experiences are not known at a municipal level, and only a few of them at a broader territorial level.</p>
<b>Resources required</b>	<p>Mobile phone data are costly and not always easy to attain. In addition, GDPR regulation may limit the potential of this way of measurement. In this context the crowd monitoring technology as developed by the city of Amsterdam that is focused on privacy-by-design may also be useful to look at.</p>
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>The use of mobile phone data is often mentioned as a means to measure crowds. However, this is not unproblematic. The Florence case can be used to identify challenges and possibilities.          This case emphasises the importance of cooperation among various stakeholders, even for technological solutions.</p>
<b>What are challenges for a successful implementation elsewhere?</b>	<p>Collaborative efforts are required, but these are difficult to set up and maintain.          GDPR and privacy concerns are common issues with using mobile data that may hinder successful application</p>
<b>Additional information</b>	<p>De Luca, G., Dastgerdi, A., Francini, C. &amp; Liberatore, G. (2020) Sustainable Cultural Heritage Planning and Management of Overtourism in Art Cities: Lessons from Atlas World Heritage. <i>Sustainability</i> 2020, 12(9), 3929  <a href="https://www.itu.int/hub/2021/10/why-the-city-of-amsterdam-developed-its-own-crowd-monitoring-technology/">https://www.itu.int/hub/2021/10/why-the-city-of-amsterdam-developed-its-own-crowd-monitoring-technology/</a></p>

## 02. Promote the dispersal of visitors within the city and beyond

<b>Location</b>	<b>Dubrovnik</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input checked="" type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	<p>In the past decade, Dubrovnik has become one of the most sought-after tourist destinations in the Mediterranean. The city's popularity, fueled in part by cruise and film tourism, continues to attract a record number of visitors. This influx poses a challenge for the local community of 42,000 residents, especially in managing the impact on quality of life and the visitor experience. The arrival and stay of cruise passengers have significantly strained the city's infrastructure, leading to highly seasonal tourism. The resulting overcrowding has caused the Old Town, once a prestigious place to live, to lose a quarter of its local population in the last five years.</p>
<b>Who took the initiative and who was involved</b>	Dubrovnik Tourist Board, municipality of Dubrovnik, municipality of Konavle, municipality of Dubrovačko Primorje.
<b>Description of best practice</b>	<p>The Dubrovnik Tourist Board enhanced the Dubrovnik Card by including attractions and public transportation services beyond the historic core. This card promotes regional attractions and facilitates scheduling visits during non-peak hours. It aims to disperse visitors across three municipalities, encouraging exploration of attractions in neighboring areas and avoiding overcrowding. Additionally, the initiative promotes tourism outside the peak season, particularly for congresses, which peak from October to May.</p>
<b>Resources required</b>	While financial resources required may be limited, enhancing a city card requires extensive coordination with transport stakeholders and those communities that are to be visited. This process can take a long time and effort.
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>Visiting municipalities beyond Dubrovnik is made particularly attractive by providing, free transportation for the card holders, particularly also outside of rush hours.</p> <p>Relating the card to congress visits, can make it more efficient, especially when combined with promoting congresses outside of peak season.</p>
<b>What are challenges for a successful implementation elsewhere?</b>	Ensuring free transport relies on the cooperation between many different transport providers. This may not always be possible in other location.

	Not every place has the capacity to develop products and services in the nearby vicinity. Excessive spreading of visitors to nearby communities may lead to overtourism in the areas that tourists are spread to.
<b>Additional information</b>	Institute for Restoration of Dubrovnik (2017), Management plan and reparation phase database. Dubrovnik <a href="#">Overtourism? – Understanding and Managing Urban Tourism Growth beyond Perceptions, Volume 2: Case Studies (researchgate.net)</a>

### 03. Promote the dispersal of visitors within the city and beyond

<b>Location</b>	<b>Edinburgh</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	<p>The consistent growth of tourism in Edinburgh has placed increasing pressure on city facilities and services for residents, workers and visitors, as evidenced by visitor concentration in the historic Old Town, littering, traffic and pedestrian congestion, proliferation of tourist shops, anecdotal reports of noise caused by the night-time economy. This has resulted in destination-wide debates regarding contentious planned developments, the city's capacity for visitors and maintenance of the city's World Heritage Outstanding Universal Value (OUV).</p>
<b>Who took the initiative and who was involved</b>	<p>The City of Edinburgh Council, in collaboration with various partners and stakeholders.</p>
<b>Description of best practice</b>	<p>Edinburgh's "101 Objects" campaign involves six area routes, nine walking trails, and seven street stories. This initiative aims to showcase the city's rich history and cultural heritage through a collection of significant objects and stories. The campaign enhances the cityscape by offering both residents and visitors unique ways to explore Edinburgh, providing a deeper understanding of its historical and cultural significance. For the latest and most detailed information, it's recommended to check recent sources or official announcements from Edinburgh's tourism or cultural authorities.</p>
<b>Resources required</b>	<p>A campaign such as 101 Objects requires engaging with many stakeholders, both small business owners, local communities and NGOs. Depending on the ways in which the trails are developed, different levels of financial resources may also be required.</p>
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>Edinburgh's '101 Objects' campaign Six area routes has increased the number of experiences in the city and has showcases the heritage of the city, which is also interesting for residents.</p> <p>The project has focused on an integral approach that included both new experiences, pro-active marketing, improved wayfinding systems and a means to create a reliable dataset of visitor patterns.</p>

<b>What are challenges for a successful implementation elsewhere?</b>	Active consultation across the destination stakeholders is needed to engage and coordinate communities, businesses, associated industry sectors, and other stakeholders. Because of the number of stakeholders involved, these processes take time and it can be difficult to keep everyone engaged for such a long time.
<b>Additional information</b>	Leask, A.; Hicks, D. and Chuchra, C. (2013), 'The Role of Edinburgh World Heritage in Managing a World Heritage City' in: Garrod, B. and Fyall, A., Contemporary Case Studies – World Heritage, Goodfellow Publishing, Oxford

## 04. Stimulate new visitor itinerary and attractions

<b>Location</b>	Berlin
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input type="checkbox"/> destination development and management <input type="checkbox"/> data management <input checked="" type="checkbox"/> sustainable mobility and accessibility <input type="checkbox"/> influencing behaviour <input type="checkbox"/> marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	Berlin is a highly diverse city, consisting of 12 districts. However, tourism for a long time has remained largely concentrated in the main tourism areas or has spread to areas that are in danger of becoming overcrowded. To cope with this, a strategy was developed to create a more equal spread, and also provide benefits for local residents.
<b>Who took the initiative and who was involved</b>	VisitBerlin; Berlin's 12 districts, Senate Department for Economics, Energy and Public Enterprises; local tourism stakeholders.
<b>Description of best practice</b>	In 2018 the Berlin Senate passed the new Tourism Plan 2018+, which sets the framework for a sustainable city, as well as socially fair tourism in Berlin. One strategic guideline defined within this Plan is "managing tourism at the neighbourhood level" This guideline was developed based on the notion that tourism in Berlin is strongly concentrated in the inner city areas, yet all 12 districts have the potential to attract tourists. By managing and developing tourism on a local level the goal is to spread tourism flows throughout all districts (instrument for spatial differentiation). Over time this has also led to tourism being used to support local community initiatives (e.g. host conferences in schools in suburban neighborhoods in weekends, to provide economic support to schools for extracurricular activities. In addition, a campaign to stimulate inter-city tourism among residents was set up, to allow people from Berlin to 'discover' their own city.
<b>Resources required</b>	New staff was required for the marketing and management of tourism at the district level. Also
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>The campaign identified the potential of diversity within the city and created a narrative to allow both visitors and residents to enjoy the city in new ways, whilst supporting local stakeholders.</p> <p>The 'Going local' Campaign, in which all 12 districts of Berlin are being promoted, also to residents, moves beyond the tourist-residents distinction.</p>
<b>What are challenges for a successful implementation elsewhere?</b>	<p>New narratives take time to implement and the concepts of tourism for residents may be difficult to get to grips with.</p> <p>It is not enough to focus solely on marketing; new activities that benefit local stakeholders also need to be provided.</p>

**Additional information**

[Overtourism? – Understanding and Managing Urban Tourism Growth beyond Perceptions, Volume 2: Case Studies \(researchgate.net\)](#)

VisitBerlin (n.d.), Berlin Tourism Plan 2018+ (online), available at: <https://about.visitberlin.de/en/berlin-tourism-plan-2018>.

Berlin Tourism Plan 2018+ <https://about.visitberlin.de/en/berlin-tourism-plan-2018>



## 05. Reducing queuing times in for Uffizi Gallery, Florence

<b>Location</b>	<b>Florence, Italy</b>
<b>Type of challenge addressed</b>	<input type="checkbox"/> Spreading tourists in space <input checked="" type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input checked="" type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	The Uffizi gallery in Florence is a museum renowned for its collection of Italian Renaissance art. It is a highly popular tourism destination and has more than 2 million visitors a year. This results in long waiting times and queues.
<b>Who took the initiative and who was involved</b>	The museum took the initiative, whilst the algorithm was developed by computer science experts at the University of L'Aquila in central Italy.
<b>Description of best practice</b>	The gallery experiments with advanced reservation systems to cut queuing times. The used system is now based on two data analytics models, one predictive and one prescriptive, which determine the entry time of each visitor. It uses a sophisticated algorithm to take into account the weather, the time of day, whether it is low season or high season and the number of tour groups in order to calculate the best time for individuals to visit. Tourists who turn up at the Uffizi will take a ticket from one of seven machines, which will then assign them a visiting time during the day. The system was tested last Sunday and drastically reduced the time that visitors had to queue,
<b>Resources required</b>	The system, which requires a minimal hardware and software infrastructure. However, financial resources are required to build an algorithm and accompanying infrastructure. Also, the reservation system needs to be changed to accommodate for the changes.
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>The system maximise efficiency for visitation and cuts waiting times.</p> <p>Whilst electronic reservation systems are common, in Uffizi they experimented with a number of variables to make it more dynamic and smart.</p> <p>Data-driven solutions do not need to reinvent the wheel, but can also be improvements of current systems.</p>
<b>What are challenges for a successful implementation elsewhere?</b>	A certain level of digital infrastructure is required.

	<p>The system helps make reservation and visits more efficient. It is not a wonder cure, so very busy attractions may not benefit as much.</p> <p>Ideally such an advanced system will be developed on a destination level, but this was not done in this instance.</p>
<b>Additional information</b>	<p><a href="https://www.smh.com.au/traveller/inspiration/uffizi-gallery-florence-queuing-times-cut-from-hours-to-minutes-with-new-system-20181010-h16fxx.html">https://www.smh.com.au/traveller/inspiration/uffizi-gallery-florence-queuing-times-cut-from-hours-to-minutes-with-new-system-20181010-h16fxx.html</a></p> <p><a href="https://www.researchgate.net/publication/362334254_Visitors_flow_management_at_Uffizi_Gallery_in_Florence_Italy">https://www.researchgate.net/publication/362334254_Visitors_flow_management_at_Uffizi_Gallery_in_Florence_Italy</a></p>

## 06. Creative placemaking in an economically deprived neighbourhood

<b>Location</b>	<b>Superkillen, Copenhagen, Denmark</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input checked="" type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	Before Superkilen was completed in 2012, Nørrebro was known as one of the most dangerous areas of Copenhagen. Gangs made up of people from different ethnicities and backgrounds would often clash there, giving the area the reputation of being unsafe and violent.
<b>Who took the initiative and who was involved</b>	The redevelopment of Superkillen was initiated by the department of planning of the municipality of Copenhagen. The tourism department was not a large partner, although insights. The square was designed by Bjarke Ingels Group (BIG) in collaboration with Superflex Landscape Architects and Topotek1.
<b>Description of best practice</b>	The main square of the area was in need of redevelopment. The developers designed a public space that displayed the different cultures of Nørrebro residents in a positive light. This was done in a way to allow the community to meet and learn about their differences. To achieve this, items suggested by residents to be included in the space were brought to the square and now over 60 different nationalities are represented. The Superkilen project has helped create a more harmonious community in Nørrebro where different communities and cultures can co-exist. It also helped create a new attraction for visitors who want a different kind of experience. These visitors provide custom for shops in the surrounding streets. An accompanying app allows visitors to learn more about the cultures in the area.
<b>Resources required</b>	Great financial resources, and collaboration between many stakeholders. Redevelopments like these are not easy to do, so it is very interesting that it was developed in a way that is interesting to residents, but also has allowed the square to be interesting to tourists.
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>If tourism is aligned with other departments, new possibilities for spreading may open up.</p> <p>Superkillen was developed to uplift an economically poor area.</p> <p>The area can be seen as a 'hidden gem', adding a different kind of attraction to the city.</p>

<b>What are challenges for a successful implementation elsewhere?</b>	The area is home of many different nationalities, all with different wishes, so cooperation can be difficult and in the case of Superkillen community participation was problematic. Redevelopment of Superkillen required significant resources. This kind of financial incentive is not regularly available for tourism development.
<b>Additional information</b>	<a href="https://www.archdaily.com/319473/superkilen-masterplan-designed-by-big-topotek1-superflex-honored-by-aia">https://www.archdaily.com/319473/superkilen-masterplan-designed-by-big-topotek1-superflex-honored-by-aia</a> <a href="https://www.theurbanist.org/2023/04/13/copenhagens-superkilen-a-model-for-culturally-diverse-public-spaces/">https://www.theurbanist.org/2023/04/13/copenhagens-superkilen-a-model-for-culturally-diverse-public-spaces/</a>

## 07. Stimulate new itineraries and attractions in Besalú, Spain

<b>Location</b>	<b>Besalú, Spain</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input checked="" type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	The historic centre of Besalú is attractive because of its level of conservation and authenticity. Its layout, however, is challenging for tourism as it is composed of narrow streets on a hill as well as by historic walls and the Fluvià River. This makes the use of public space in the city centre a critical issue.
<b>Who took the initiative and who was involved</b>	Municipal government, private companies, residents and other local stakeholders
<b>Description of best practice</b>	In 2011, the municipal government started a participatory process to identify issues with regards to tourism and heritage in the city. This led to the implementation of regulations to better structure mobility and parking in the city. In addition, the city worked together with private companies to improve the quality of guided tours: extend schedules and offer self-guide tours. In addition, some monuments extend their opening hours and festive, cultural, itineraries, to the green ring – a route around the town to discover nature – were developed.
<b>Resources required</b>	The project has taken place over a longer period of time. It included both restrictive measures and the development of new experiences. This means it has required significant time and resources from all stakeholders.
<b>Why is this a best practice? What are the key learning points from this best practice</b>	Cooperation with the private sector has resulted in a range of new offers that have improved the quality of experiences. Besalú now ranks very high as an inland tourism destination and has become more attractive to visitors also in the low-season. Example of how restrictive measures are combined with increasing activities, experiences and possibilities.
<b>What are challenges for a successful implementation elsewhere?</b>	Residents needed to get used to certain restrictions and understand the need for them. This is always difficult and needs to be taken into account. Given its tourism attractiveness and relatively small size, ways must be found for residents and tourists to move smoothly throughout the town and alleviate the environmental impacts of that mobility.

**Additional information**

[Overtourism? – Understanding and Managing Urban Tourism Growth beyond Perceptions, Volume 2: Case Studies \(researchgate.net\)](#)

Muler Gonzalez, V.; Coromina, L. and Galí, N. (2018), 'Overtourism: residents' perceptions of tourism impact as an indicator of resident social carrying capacity – case study of a Spanish heritage town', *Tourism Review*, volume 73, issue 3, pp. 277–296 (online), available at: <https://doi.org/10.1108/TR-08-2017-0138> (21-02-2019).

## 08. Spreading tourists within a host country following the London Olympics

<b>Location</b>	<b>London, UK</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input checked="" type="checkbox"/> Sustainable mobility and accessibility <input checked="" type="checkbox"/> Influencing behaviour <input checked="" type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify) .....
<b>Context and issue/opportunity/challenge</b>	<p>Hosting a mega event like the Olympic Games is complex. When London was given the opportunity to host the Games, there were worries that it would be very expensive and does not bring great benefits for residents. To ensure the Games would have a lasting positive legacy whilst staying within budget was the main challenge for the organisers.</p>
<b>Who took the initiative and who was involved</b>	<p>The Government Olympic Executive (GOE) within the Department for Culture, Media and Sport (DCMS) led the coordination of the bid, in collaboration with the city of London and many other stakeholders.</p>
<b>Description of best practice</b>	<p>Following the allocation of the 2012 London Olympics, Visit England emphasised the importance of legacy of the Games. Throughout the planning and development of the games, local legacy and the ways in which the Games can contribute to lasting change. With regards to tourism, the emphasis was on stimulating domestic tourism and regional collaboration, and spread visitors throughout the country, rather than drawing international tourists to London.</p> <p>Efforts were made at the UK level to encourage staycations so that expenditure could also be retained in the local economy. In this case, while this contributes to overcoming overtourism in London, there is no leakage of economic impacts out of the country's economy. Mainly, the impact will be on domestic labour, local supply and resources (argued by Tourism Alliance interviewee). Therefore, as this is a difficult task, domestic tourism products and activities were needed in advance to attract domestic tourism. In Weymouth and Portland, a strategy for long-term domestic tourism based on innovative thinking was adopted.</p>
<b>Resources required</b>	<p>The organisation of the games required massive investments. The efforts to stimulate domestic tourism initiatives, were largely developed by local stakeholders, whilst the emphasis from the organisation and tourism organisation focuses on stimulating local initiatives and stakeholder collaboration.</p>

<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>The main objective for the legacy of the Games was to grow domestic tourism in the whole country, rather than only London. The emphasis is on domestic tourism, which makes it a useful example of stimulating carbon-friendly travel.</p> <p>By considering legacy as a <i>theme</i> throughout the event planning, helped to stimulate positivity and lessen issues with regards to overtourism</p>
<b>What are challenges for a successful implementation elsewhere?</b>	<p>A strong network of tourism stakeholders is required to allow for a strategy like this to work.</p> <p>One of the reasons for using the current strategy was a perceived public pressure to bring benefits to the country and fit with existing tourism policies. Such circumstances are not always common.</p>
<b>Additional information</b>	<p><a href="https://www.emerald.com/insight/content/doi/10.1108/WHATT-06-2019-0040/full/html">https://www.emerald.com/insight/content/doi/10.1108/WHATT-06-2019-0040/full/html</a></p>



## 09. Dutch Cycling Lifestyle AI generator

<b>Location</b>	<b>Online, currently aimed at promotion of the Netherlands</b>
<b>Type of challenge addressed</b>	<input type="checkbox"/> Spreading tourists in space <input checked="" type="checkbox"/> Spreading tourists in time (potential for) <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input checked="" type="checkbox"/> Influencing behaviour <input checked="" type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	<p>It is difficult for visitors to imagine what a place looks like in a different season. This can hold back potential visitors to visit or return to a destination, particularly out of season. In certain hotels, owners therefore deliberately hang up photos or paintings of their hotel and the landscape in different seasons. This could also be useful for destinations, particularly if potential visitors can look at different places in the destination. However, it is very difficult and costly to achieve this. A new idea pioneered by the Dutch National tourism board (NBTC) may be of use, however.</p>
<b>Who took the initiative and who was involved</b>	The initiative for the Dutch cycling Lifestyle AI generator came from NBTC, and it was developed using Google Streetview.
<b>Description of best practice</b>	<p>The Dutch National tourism board (NBTC) has created an AI powered website that allows people to put in any street in the world and make it into a 'Dutch' street (e.g. by adding cycle lanes, Dutch flower beds and other spatial characteristics).</p> <p>Whilst at the moment the technology is mainly used for promotion of the Netherlands, and results are mixed. The same technology could be used to show the appearance in different seasons for nearly every street in a destination. This would require different AI training, and it may take some time before the AI model works well enough to be ready for mainstream use.</p> <p>However, the potential to help spread visitors in time by showing them the beauty of places in different seasons, including the views from their hotel, B&amp;B or short-term rental, even if they are located outside of mainstream tourism areas.</p>
<b>Resources required</b>	The project is AI based, so an AI model would have to be developed, trained and maintained. Possibly, the use of Google maps or a similar service for perceived commercial use, may come with charges.
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>New technologies can help put a modern twist on old means of spreading visitors in time.</p> <p>It is useful to look beyond direct best-practices related to spreading in time and space, as there is potential in other initiatives as well.</p>

<b>What are challenges for a successful implementation elsewhere?</b>	The technology is not quite ready yet to do this in an easy way. Not all places are visible on Google Streetview. It is likely that AI will also create images that are not picture-perfect, this could risk contributing to a negative image.
<b>Additional information</b>	<a href="https://dutchcyclinglifestyle.com/imagine">https://dutchcyclinglifestyle.com/imagine</a>

## 10. Souq Waqif, Doha, Qatar

<b>Location</b>	<b>Souq Waqif, Doha, Qatar</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input checked="" type="checkbox"/> Data management <input checked="" type="checkbox"/> Sustainable mobility and accessibility <input checked="" type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	<p>Souq Waqif stands as a key tourist hotspot in Qatar, renowned for its historical significance, distinctive architecture, authenticity, and strategic location near attractions like the Museum of Islamic Arts and the Corniche. Encompassing a substantial 164,000 m<sup>2</sup> along the city waterfront, the Souq underwent significant restoration between 2006 and 2008 to preserve its architectural identity amid the city's rapid development. The revamped Souq now boasts additional features, including art galleries, restaurants, and cafes.</p> <p>Despite its charm, visitors have encountered challenges navigating the Souq, citing limited signage and unclear main entrances. Studies emphasize the need for additional signage to improve wayfinding. To ensure tourist satisfaction, optimize visitor circulation, and address safety concerns, particularly during high-demand periods or emergencies, effective crowd management is crucial.</p>
<b>Who took the initiative and who was involved</b>	<p>The Qatar Transportation and Traffic Safety Centre at Qatar University, Doha, collaborated with The Department of Infrastructure Engineering at The University of Melbourne, Australia. The objective was to assess the safety and efficiency of crowd flows at Souq Waqif, examining both normal and emergency situations. The evaluation was conducted using the Pedestride® Crowd Simulation tool, developed at the University of Melbourne.</p>
<b>Description of best practice</b>	<p>Pedestride® software (<a href="https://www.pedestride.com/">https://www.pedestride.com/</a>) is used to understand Souq visitors' behaviour during an evacuation process. The software utilizes a number of models to do this and ensure clear evacuation patterns. Such modelling can also be used to model visitor streams to make them more efficient.</p>
<b>Resources required</b>	<p>Several models needed to be combined and brought together, among which a specific crowd simulation tool that is not without costs. A map of Souq Waqif was adopted from simplified building geometrical reconstruction and satellite images.</p>

<p><b>Why is this a best practice? What are the key learning points from this best practice</b></p>	<p>Experiences with the developed models show that at increased demands and during emergency evacuation, crowds tend to take similar route.</p> <p>Further, increased demands could elevate the maximum crowd density up to 6 p/m<sup>2</sup> at gates and junctions. In order to mitigate such unfavorable situations, dynamic exit signs are needed to direct flows to other clear exits to avoid herding effect.</p> <p>The simulation assists designers in evaluating their evacuation plans in terms of time needed to completely evacuate a given space, location and number of exits, and possibility of having stampedes.</p>
<p><b>What are challenges for a successful implementation elsewhere?</b></p>	<p>The collection of Souq Waqif layout and visitor demands was not possible at this stage. However, required data will be collected in the future with the assistance of relevant authorities.</p> <p>To models depend on quality input and need to be calibrated and validated for each destination. This may prove impossible in certain places.</p> <p>The current simulation is aimed at evacuations, so the model is not directly applicable.</p>
<p><b>Additional information</b></p>	<p>Abdelaal, A., Dias, C., Sarvi, M., Alhajyaseen, W., &amp; Tarlochan, F. (2020). Crowd Dynamics, Management and Control at Tourist Attractions during Special Events: A Case Study at Souq Waqif Using Pedestride® Crowd Simulation Tool</p>

## 11. Building connections between Funchal and its hinterland

<b>Location</b>	<b>Madeira (island), Portugal</b>
<b>Type of challenge addressed</b>	<input type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input checked="" type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input type="checkbox"/> Sustainable mobility and accessibility <input type="checkbox"/> Influencing behaviour <input type="checkbox"/> Marketing & promotion <input type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	<p>Improved accessibility, notably through daily low-cost flights to and from Lisbon, has contributed to Madeira's popularity. Tourism, accounting for 23% of the GDP and 16% of employment (€1.2 billion), plays a significant economic role. With 30,000 beds and one million visitors, Madeira strikes a balance between the mass tourism of the Canary Islands and the more limited hotel capacities of the Azores.</p> <p>However, the Office of the Ombudsman notes the impact of tourism on Funchal, the main capital, affecting local lodgings, housing prices, and affordability for residents. To address these concerns and enhance the overall quality of tourism, Funchal experiments with exploring new locations, market niches, and fostering responsible tourist behaviour.</p>
<b>Who took the initiative and who was involved</b>	<p>Local authorities in Madeira have implemented non-market-based measures to address tourism challenges. These measures include public investment to improve accessibility in rural areas, legal restrictions on accommodation supply (e.g., limiting rentals to tourists and setting upper limits on hotel capacity). A notable success has been the focus on dispersing tourists into the rural hinterland, alleviating the impact of tourism concentration even with increasing tourism numbers.</p>
<b>Description of best practice</b>	<p>The development of the rural hinterland contributes to tackling in a pre-emptive manner potential problems of overtourism. The sector's diversification strategy involves establishing hotels and infrastructure outside Funchal. This was accompanied by investments in road infrastructure connecting Funchal to the rural hinterland have contributed to shifting demand from densely populated central areas to less populated rural regions. Early outcomes demonstrate a continuous redistribution of tourism pressure to the rural hinterland.</p> <p>In this way Madeira has successfully redirected a significant portion of the tourist influx from the capital city to the rural hinterland between 2002 and 2019. This shift has resulted in fewer tourists wandering or driving around the town, thereby relieving societal and urban pressures. While the tourist density per km<sup>2</sup> has since 2002 increased 1.6 times at the regional level, Funchal experienced a more modest 40% growth.</p>

<b>Resources required</b>	Madeira has invested in infrastructure, which has required a lot of resources and collaboration between infrastructure and tourism departments.
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>Investments in the road network (so outside of tourism) have spurred new business opportunities, complemented by efforts to attract immigrants and reintegrate returnees into the countryside, fostering economic development in depopulated areas.</p> <p>Funchal has become a more livable and cost-effective city than anticipated, enabling further tourism sector growth to accommodate rising visitor numbers.</p> <p>Successfully diverting tourism dynamics to the rural hinterland has mitigated the sustainability challenges in the housing sector and road system, slowing the progression toward unsustainability.</p>
<b>What are challenges for a successful implementation elsewhere?</b>	<p>Shifting tourism dynamics to the rural hinterland places increased demands on its social and ecological characteristics. It is crucial to prevent pseudo-tourism development, which would merely relocate overtourism issues from the main city to the rural hinterland.</p> <p>Strategies like this can only work with close coordination between policy departments, and there needs to be a hinterland that is interesting enough for visitors. This may not always be the case.</p>
<b>Additional information</b>	Majdak, P., & de Almeida, A. M. M. (2022). Pre-emptively managing overtourism by promoting rural tourism in low-density areas: lessons from Madeira. <i>Sustainability</i> , 14(2), 757.

## 12. Combining tourism growth with localhood in Copenhagen

<b>Location</b>	<b>Copenhagen, Denmark</b>
<b>Type of challenge addressed</b>	<input checked="" type="checkbox"/> Spreading tourists in space <input type="checkbox"/> Spreading tourists in time <input type="checkbox"/> Both
<b>TIB Theme of the best practice (if any)</b>	<input checked="" type="checkbox"/> Destination development and management <input type="checkbox"/> Data management <input checked="" type="checkbox"/> Sustainable mobility and accessibility <input checked="" type="checkbox"/> Influencing behaviour <input checked="" type="checkbox"/> Marketing & promotion <input checked="" type="checkbox"/> SMEs, and citizen involvement <input type="checkbox"/> None of them. Other (specify)
<b>Context and issue/opportunity/challenge</b>	<p>Copenhagen aims to be the first carbon-neutral capital by 2025 and is the second most green and sustainable tourism city globally. Even before COVID-19, the city was seeking to transform towards more sustainable tourism. Researchers connect Copenhagen's goals with the concept of govern mobility in urban tourism. While residents generally support tourism, concerns about over-tourism, especially in the Inner City, emerged in 2018-2019.</p> <p>In 2021, Denmark's government released a policy paper called 'Getting Nearer,' outlining plans for Copenhagen's development and greener cities. The government aims to expand Copenhagen Airport's capacity from 30.3 million arrivals in 2019 to 55 million in 2045. Wonderful Copenhagen, the Destination Management Organisation believes it's possible to make tourism more sustainable while nearly doubling overnight stays from 9 million in 2019 to 16 million in 2030. This involves plans like a 40% increase in hotel beds, a new cruise terminal, and airport enlargement. With this perspective the city does appear to take a different perspective than many other cities and international tourism that suggests challenges in aligning tourism growth with mitigating the climate crisis.</p>
<b>Who took the initiative and who was involved</b>	In a way the initiative for this policy comes from the national growth strategy of Denmark. Local city stakeholders have had to fit their strategy within this larger strategy.
<b>Description of best practice</b>	<p>Localhood policies, combined with growth strategies were briefly halted during the pandemic, but resumed with the 2021 'Getting Nearer' policy, focusing on expanding Copenhagen Airport for competitive development. The strategy emphasizes air traffic's role without addressing its climate impact, aligning with global airport tourism approaches. Copenhagen aims to be a 'creative place' to attract wealthier tourists, contributing to economic robustness.</p> <p>Despite the pandemic, there's no indication of a shift in urban tourism planning; planned developments, including hotels and cruise terminals, await economic feasibility. This business-oriented approach is ingrained in how tourism and urban development</p>

	are managed by entrepreneurial corporations like WOCO and By & Havn, delegated by the City of Copenhagen. However, Copenhagen's ability to integrate local cultural development and innovation into tourist products, combined with a mix of soft and hard policy initiatives, such as nudging tourists to come off-season and local taxes on shared rentals, has been deemed as a remarkable conceptualisation of tourism development (Richards and Marques, 2018).
<b>Resources required</b>	
<b>Why is this a best practice? What are the key learning points from this best practice</b>	<p>In localhood, tourists and locals enjoy similar activities, sharing experiences at attractions. This strategy values the mix of tourists and locals as users and customers of cultural sites and restaurants. The goal is to make locals' positive engagement in tourism a competitive advantage for Copenhagen.</p> <p>Copenhagen is an interesting example where tourism growth is combined with development of concepts such as localhood. This makes it a useful case to study, as it is a different strategy from many other cities, where strong growth is deemed undesirable. The Copenhagen strategy seems to largely result from national level policies. This highlights limitations for developing tourism policies at a local level.</p>
<b>What are challenges for a successful implementation elsewhere?</b>	<p>While the localhood strategy prioritises integrating tourists into the local way of life by moving around in larger parts of the city (including on bikes), this may also produce new problems.</p> <p>The By &amp; Havn development director for urban space and life (Schulze, 2022) explicitly raises issues over 'the right to the city', taking as a point of departure that everybody, including tourists, has the right to public space. This may be difficult to accept for residents, while it is unclear to what extent this applies to spaces that have been turned into private property.</p>
<b>Additional information</b>	Bærenholdt, J. O., & Megeed, J. W. (2023). Navigating urban tourism planning in a late-pandemic world: The Copenhagen case. <i>Cities</i> , 136, 104236.