

SHARE Project Monitoring and Evaluation Report

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Table of Contents

1. Introduction	4
2. Methodology.....	6
2.1 Establishing the content and boundaries of what is to be monitored and evaluated	6
2.2 Collection of evidence to evaluate LAP objectives’ impact on existing policies.....	8
3. Assessment of SHARE project impact – North East Regional Development Agency (Romania) 12	
3.1 City of Iasi.....	12
3.1.1 Step 1 - Description of intended change to existing policy	12
3.1.2 Step 2 - Description of the situation before the intervention	14
3.1.3 Step 3 – Plans for collection of project impact evidence.....	15
3.1.4 Step 4 - Description of the situation after the intervention	16
4. Assessment of SHARE project impact – SviluppUmbria (Italy)	19
4.1 Region of Umbria	19
4.1.1 Step 1 - Description of intended change to existing policy	19
4.1.2 Step 2 - Description of the situation before the intervention	19
4.1.3 Step 3 – Plans for collection of project impact evidence.....	19
4.1.4 Step 4 - Description of the situation after the intervention	20
5. Assessment of SHARE project impact – Region of Extremadura (Spain).....	21
5.1 Region of Extremadura	21
5.1.1 Step 1 - Description of intended change to existing policy	21
5.1.2 Step 2 - Description of the situation before the intervention	24
5.1.3 Step 3 – Plans for collection of project impact evidence.....	25
5.1.4 Step 4 - Description of the situation after the intervention	32
6. Assessment of SHARE project impact – City of Pécs (Hungary).....	33
6.1 City of Pécs.....	33
6.1.1 Step 1 - Description of intended change to existing policy	33
6.1.2 Step 2 - Description of the situation before the intervention	36
6.1.3 Step 4 - Description of the situation after the intervention	38

7. Assessment of SHARE project impact – City of Šibenik (Croatia)	40
7.1 City of Šibenik.....	40
7.1.1 Step 1 - Description of intended change to existing policy	40
7.1.2 Step 2 - Description of the situation before the intervention	42
7.1.3 Step 3 – Plans for collection of project impact evidence.....	45
7.1.4 Step 4 - Description of the situation after the intervention	45
8. Assessment of SHARE project impact – Vadstena (Sweden)	50
8.1 City of Vadstena	50
8.1.1 Step 1 - Description of intended change to existing policy	50
<i>Improved services for tourists and visitors - Regional and local visitor data.....</i>	<i>51</i>
8.1.2 Step 2 - Description of the situation before the intervention	52
<i>Improved services for tourists and visitors - Regional and local visitor data.....</i>	<i>53</i>
8.1.3 Step 3 – Plans for collection of project impact evidence.....	54
<i>Improved services for tourists and visitors - Regional and local visitor data.....</i>	<i>54</i>
8.1.4 Step 4 - Description of the situation after the intervention	55
<i>Improved services for tourists and visitors - Regional and local visitor data.....</i>	<i>57</i>
9. Conclusions	60

1. Introduction

The purpose of this monitoring and evaluation report is to provide an evidence-based summary of the impact of the SHARE project on local and/or regional policies as a result of the implementation of Local Action Plans (LAPs) by the project's partner organisations during the period lasting from January 2019 to December 2020. In order to do so, the UK's Research Excellence Framework (REF) has been used as a template. This framework is used every seven years by the UK government to rank the country's universities in terms of the impact of their research, which often involves projects funded by the European Union and other funding bodies.

Given the long-term scales that policy development, implementation and evaluation involve, the framework used here for the evaluation of the impact of the SHARE project on local/regional policy involves a two-pronged approach, which includes process-related impacts as well as outcome-related ones. Process-related impacts tend to be more immediate and often, though not always, shorter-term impacts, often of a smaller magnitude. These project impacts often involve changes implemented (e.g. pilot interventions) along the journey towards actual policy changes, which are often beyond the time frame of most EU projects.

Similarly, the evidence-based approach adopted to evaluate impact correspond to the same pragmatic paradigm adopted by the REF to evaluate the impact of research carried out by UK universities. In line with this, evidence in the form of endorsements by key stakeholders of actions outlined in each project partner's Local Action Plan for policy change have been considered. In addition to endorsements, other forms of evidence of impact – process or outcome-related – have also been considered, provided they mentioned the SHARE project explicitly. These included evidence from local/regional press and media, or agreed minutes of meetings by policy makers and/or key local stakeholder groups, particularly if those minutes mention SHARE and if they could be accessed in the public domain.

In each case, it was agreed that the evidence of impact should be linked to impact, wherever possible, by comparing the old policy document to the newer policy document, where available, and pin-pointing the actual changes proposed or made by relating them to the Local Action Plans (LAPs) developed by each project partner.

2. Methodology

2.1 Establishing the content and boundaries of what is to be monitored and evaluated

Before any monitoring or evaluation could take place with regards to the impact of LAPs on existing policies, SHARE project partners had to first re-visit the final agreed versions of their LAPs (approved by INTERREG Europe's Joint Secretariat) and answer in detail the following questions for each of their LAP's objectives:

1. What was the change intended by each LAP objective to relevant policies? In each case, the change had to be clearly defined in the knowledge that the more specific the changes intended, the easier it would be to identify what their exact impact on existing policies should be.
2. How would the intended impact on policy be described for each objective of the LAP? Having outlined earlier the exact nature of the changes required, this stage was focused on their impacts on existing policies. Wherever possible, the SMART (Specific, Measurable, Achievable, Realistic and Time-bound) framework was used here.
3. How will each LAP objective impact existing policies? Some impacts may be readily measurable using numbers or statistics (e.g. increase in visitor numbers over a given period; surveys of residents/tourists/businesses to test behaviour change). In other cases, more qualitative measures such as public statements from local politicians or key stakeholder groups endorsing a specific part of the LAP were deemed to be more appropriate for a number of reasons, such as the length of time that the impact will take to materialise on the ground due to investment decisions that need to be approved through a majority vote by the local/county council, etc. The importance of specific LAP objectives was key here. For instance, if a LAP objective was set as "integrating existing decision-making mechanisms for the local economic development of the area", the lack of specificity of this LAP objective would make it

very difficult (if not impossible) to monitor and evaluate in terms of its actual impact on existing policies.

4. What was the situation before the policy impact took place? Although this element was addressed very well by each LAP developed by SHARE project partners, a higher level of specificity was required here in order for the final impact to be evaluated. It would be impossible to establish change to existing policies (i.e. the AFTER stage in evaluation) without a very good understanding of the situation before the intervention took place (i.e. the BEFORE stage in evaluation).
5. How did the situation change after the impact was achieved (or partly achieved) in Phase 2 of the project? In many cases, this may have been an issue directly related to policy. For instance, this could include discussions that had taken place (and a record of these discussions existed in meeting minutes) by local/regional policy makers to change existing policies and those discussions could be linked to the SHARE project as an instigator of those debates.
6. On the basis of the above steps, each SHARE project partner was left to ponder what kind of evidence they would seek to gather to demonstrate impact by the SHARE project for each LAP objective.

In spite of the above, it was agreed early in the development of this evaluation methodology that the impact of the SHARE project on existing policies was likely to be limited within the two-year period of Phase 2 of the project, particularly given the long-term time frames of policy making. However, it was deemed essential that SHARE partners should have a clear idea of what will be classed as "success" for each impact. It was also agreed that any policy impact achievements beyond December 2020 would not be evaluated as part of this process as that is the end date of the SHARE project.

2.2 Collection of evidence to evaluate LAP objectives' impact on existing policies

In order to operationalise the process outlined above, a step-by-step template was agreed with SHARE partners that would enable them to scope out the intended impacts of LAP objectives on existing policies, collect the evidence of those impacts methodically and evaluate the final (actual) impact of the project on existing policies using an evidence-based approach. In order to do this, the following four steps were agreed with SHARE project partners:

Step 1 – Specifying the intended policy change to be achieved for a specific LAP objective

Effectively, this step involved SHARE project partners focusing on specific objectives of their Local Action Plans (all of which were approved by Interreg Europe's Joint Secretariat) to build on them and prioritise how each policy relevant to that objective should be changed. Table 1 outlines the process followed by SHARE project partners as part of this scoping exercise.

Table 1. Description of expected change to existing policy (Step 1)

Local Action Plan (LAP)	<i>[State title of LAP and SHARE partner name here]</i>
Policy to be changed	<i>[State existing policy to be changed here and include web link to policy document]</i>
LAP objective	<i>[State here LAP objective drawn from Local Action Plan]</i>
Description of expected change to policy	<i>[Describe here in as much detail as possible the actual change expected in the policy outlined above. This change in the existing policy should be up to December 2020 and not beyond that date. Ensure that the description of the intended change on an existing policy follows the SMART principle, i.e. Specific, Measurable, Achievable (up to December 2020), Realistic and Time-bound (only up to December 2020)]</i>

Step 2 – Explanation of the situation BEFORE the intervention (intended policy change)

In order to establish the nature and magnitude of the change to existing policies (i.e. the AFTER stage in the impact evaluation process), it was agreed among SHARE project partners that a good understanding of the situation before the intervention took place (i.e. the BEFORE stage in evaluation) was crucial. Importantly, it was established that any evidence feeding into this assessment of the BEFORE stage should include information gathered in Phase 1 of the project, i.e. before 1st January 2019. This evidence could include minutes of meetings with stakeholders, minutes of focus groups, written case studies for each location, SHARE project survey results, SHARE project benchmarking exercise results, outcomes from the peer review process, feedback from stakeholder groups on drafts of the Local Action Plan, etc.

Table 2. Description of the situation BEFORE the intervention (Step 2).

Local Action Plan (LAP)	<i>[This should be the same entry as in Table 1]</i>
Policy to be changed	<i>[This should be the same entry as in Table 1]</i>
LAP objective	<i>[This should be the same entry as in Table 1]</i>
Description of the situation BEFORE the intervention of the SHARE project	<i>[Using the relevant section of the LAP document but focusing specifically on the LAP objective above and the policy to be targeted, explain the situation BEFORE the intended policy impact (Table 1) should take place]</i>

Step 3 – Assessing the impact of a LAP objective on an existing policy

This step involves the measurement of impact, which may be quantitative in nature (e.g. number of sentences/paragraphs changed in an existing policy or added to it directly as a result of the SHARE project before December 2020) or qualitative (e.g. a letter of support from a local politician or key stakeholder group endorsing this specific objective of the LAP; a

statement by a local policy maker recorded in the minutes of a meeting and supporting this specific objective of the LAP).

Table 3. Description of evidence if impact to be collected (Step 3)

Local Action Plan (LAP)	<i>[This should be the same entry as in Table 1]</i>
Policy to be changed	<i>[This should be the same entry as in Table 1]</i>
LAP objective	<i>[This should be the same entry as in Table 1]</i>
Description of the type of evidence to be collected to prove impact on the above policy	<i>[Describe here in as much detail as possible the different types and sources of evidence to be collected to prove impact on the above policy. Evidence of change beyond December 2020 will not count for the purposes of the evaluation of the SHARE project's impact]</i>

Step 4 – Explanation of the situation AFTER the intervention (intended policy change)

The focus at this stage turns towards how the situation changed AFTER the intervention (policy change) was achieved in Phase 2 of the project. The nature of this change may be tangible and direct (e.g. a new accessibility plan for a whole section of the town centre, which can be attributed directly to the SHARE project) or more indirect and intangible (e.g. minutes of discussions with local policy makers about intended changes to existing policies, provided those discussions can be attributed directly to the SHARE project). This reflective stage of the process is crucial as it allows to evaluate, based on the evidence gathered, the degree to which the targets set out in Stage 1 were achieved.

Table 4. Description of the situation AFTER the intervention (Step 4)

Local Action Plan (LAP)	<i>[This should be the same entry as in Table 1]</i>
Policy to be changed	<i>[This should be the same entry as in Table 1]</i>
LAP objective	<i>[This should be the same entry as in Table 1]</i>
Description of the situation AFTER the intervention of the SHARE project	<i>[Using the information from earlier tables but specifically from Table 2, explain the situation AFTER the policy change took place]</i>

This methodology (steps 1-4) is applied below to each SHARE partner to assess the impact of their chosen LAP objectives on local/regional policies.

3. Assessment of SHARE project impact – North East Regional Development Agency (Romania)

3.1 City of Iasi

3.1.1 Step 1 - Description of intended change to existing policy

The policy targeted for change as part of the Local Action Plan (LAP) developed by Romania's North-East Regional Development Agency was the Tourism Strategy for the City of Iasi and of the Metropolitan Area of Iasi¹. More specifically the LAP objective focused on by this intervention was the following:

O.2. Develop a competitive national economy with a distinct identity supported by the key economic domains and emerging / new, innovative activities

M.2.2. Ensure the presence of the local offer in the online environment and at specific fairs and exhibitions

The intended change revolved around the creation of a well-rounded online and physical destination promotion package for the city of Iasi. As part of this, firstly a visual concept for the city's tourism product was required (online or physical) within the "Visit Iași" framework. The intention of this visual concept was to enable the destination to be easily recognised by visitors and investors alike.

In addition to this, an online destination presence plan was needed with a focus on easy maintenance (e.g. easy to update) and a clearly defined customer offer with an emphasis on new consumption trends and innovation. From the outset, the following targets were set for the city's online destination presence plan:

¹ <http://www.primaria-iasi.ro/portal-primaria-municipiului-iasi/strategia-de-turism-a-municipiului-iasi-si-zonei-metropolitane-iasi-aprobata-prin-hcl-nr189-2018-/7495/strategie-si-proiecte-europene>

SHARE Project Monitoring and Evaluation Report

- *Creation of a new online destination – “Visit Iasi” website – in line with existing international standards, with the SHARE project logo (deadline: 31.12.2020).*

- *Revitalisation of the existing official destination app (deadline: 31.12.2020).*

- *Creating a destination promotion video with a shorter version (15 seconds) for use as part of social media and TV promotions and a longer 2-minute version and a Virtual Reality version, both with subtitles in English for use in YouTube, Facebook and Instagram with a specific focus on lone tourists, social media influencers, photographers and other similar segments (deadline: 31.12.2020).*

- *Development of a photo kit with 200 high definition (HD) photos of Iasi’s best attractions (deadline: 31.12.2020).*

- *Creation of online social media channels and accounts: YouTube, Instagram, Facebook and Twitter, with the SHARE project logo clearly visible (deadline: 31.12.2020).*

In addition to these online resources, an improved quality service plan was deemed necessary for the city with the following objectives:

- *Appointing a Tourism Office clerk responsible for updating daily the destination website as well as the official app with local events, experiences, initiatives, changes of museum schedules, etc.*

- *The development of an integrated networking approach for the Tourism Office and incoming tourism operators for a better online presence and an enhanced level of promotion.*

- *Innovative customer service – creation of a real-time call-centre and customer service response point for website and app users who are not local to Iasi and who require assistance.*

A decision was also made for the physical (offline) package to be developed as a modular kit, adaptable for all kinds of events, including travel and inbound tourism fairs, business or academic conferences, political and diplomatic meetings, cultural and sports festivals, business-to-business and business-to-consumer events, press releases. For this purpose, two types of deliverables were agreed, namely:

- Promotional non-deliverable props: modular stand with specific modular furniture, banner, VR device, staff costume.
- Consumables (e.g. A5 brochure and leaflet).

3.1.2 Step 2 - Description of the situation before the intervention

The situation in Iasi before this intervention was characterised by the following:

- Low external visibility and awareness of the city as a tourism destination;
- Low online presence of local offer and services, including trade fairs and exhibitions;
- Insufficient and ineffective promotion and advertising of the destination's potential;
- A low number of tourist arrivals compared to other cities in the country (e.g. Oradea, Timisoara, Cluj, Napoca or Brasov).

According to the Iasi County Institute of Statistics, there were 333,021 tourist arrivals in the city in 2018. In the same year, Bihor County received 549,171 arrivals, with Timisoara registering 379,084 arrivals, 656,508 in Cluj and 1,380,277 in Brasov².

² Sources: <https://iasi.insse.ro/wp-content/uploads/2020/03/Buletin-statistic-lunar-iasi-01-2020.pdf>
<https://timis.insse.ro/wp-content/uploads/2020/04/Anuarul-Judetului-Timis-2018-FINAL-fara-poza.pdf>
<https://cluj.insse.ro/produse-si-servicii/publicatii-statistice/>

Short duration of tourist stays

In 2018, the average length of stay in Iasi was 1.7 nights/tourist, compared with 2.7 in Oradea, 2.3 in Timisoara, 2 in Brasov or 1.9 in Cluj. Iasi's target for 2023 is 2 nights/tourist³.

Fewer jobs created in the hospitality sector

According to the Iasi County Institute of Statistics, in 2016 only 2.31% of the area's active population was working in hotels and restaurants. In 2018, the proportion was 2.54%⁴.

Furthermore, other issues were also affecting Iasi's competitiveness as a tourism destination, including:

- Low visibility of tourist information centres;
- Insufficient promotion of local gastronomy among tourists and visitors;
- A focus on the promotion of the destination primarily for religious tourism.

In 2018, Iasi did not have a dedicated Destination Management Organisation for the promotion, management and strategic planning of this destination.

3.1.3 Step 3 – Plans for collection of project impact evidence

It was agreed that evidence for the evaluation of the impact of this intervention on Iasi would include the following sources:

- Events (e.g. tourism bloggers symposium organised by the City of Iasi)

³ Sources: <https://iasi.insse.ro/wp-content/uploads/2020/03/Buletin-statistic-lunar-iasi-01-2020.pdf>
<https://timis.insse.ro/wp-content/uploads/2020/04/Anuarul-Judetului-Timis-2018-FINAL-fara-poza.pdf>
<https://cluj.insse.ro/produse-si-servicii/publicatii-statistice/>

⁴ Source: <https://iasi.insse.ro/wp-content/uploads/2020/03/Buletin-statistic-lunar-iasi-01-2020.pdf>

SHARE Project Monitoring and Evaluation Report

- Online evidence (e.g. Instagram posts on #visitiasi, InstaStories, social media reach for #cronicaridigitali & #visitiasi 1.530.983)
- Media news appearances on Pro TV, Digi24 TV, Radio Romania, Pulsul zilei, Viva FM, ultimele-stiri.eu, allevents.in, 7est.ro, realitateadeiasi.net
- Documentary evidence (either private or in the public domain) of activities planned and carried out by the city's newly created Destination Management Organisation: "Destination Iasi".
- Performance and usage statistics (IOS & Android) for Iasi's Official App
- Online promotional video for the City of Iasi

3.1.4 Step 4 - Description of the situation after the intervention

The intervention planned for the city of Iasi aimed at improving the planning, promotion, management and market competitiveness of this emerging tourism destination was successful as evidenced by the following achievements to date:

(a) Visit Iasi – Heritage Instameet Iasi 19th October 2019 - a documentation visit for tourism bloggers.

This included the following outcomes and achievements:

- 176 posts on Instagram with #visitiasi
- 392 InstaStories from 19th to 19th October 2019
- Impressions and reach on social media for #cronicaridigitali & #visitiasi 1.530.983
- 8 Media news appearance on Pro TV, Digi24 TV, Radio Romania, Pulsul zilei, Viva FM, ultimele-stiri.eu, allevents.in, 7est.ro, realitateadeiasi.net

(b) The Association of Management of the Tourist Destination of Iasi and the Region of Moldova (DESTINATION IASI)

SHARE Project Monitoring and Evaluation Report

The SHARE project was key in the creation of this association by introducing it in the project's Local Action Plan for Iasi. The main objective of this association is to increase the competitiveness of Iasi as a tourism destination for domestic tourism in Romania and the wider Eastern Europe region. The association was formed by the City Hall of Iasi, "Alexandru Ioan Cuza" University of Iasi, Incoming Roland Agency of Iasi, R.A. Iasi Airport, S.C. MCM Boutique Resort SRL (Hotel Pleiada), S.C. Hotel Orizont SRL (Hotel Ramada) and S.C. Complex Onyx SRL (Hotel Bellaria).

The activities of the "Destination Iasi" Association include increasing the visibility and prestige of Iasi as a tourism destination through destination promotion campaigns. Key to this is the creation of a tourism brand for Iasi, facilitating a stronger collaboration between key stakeholders (e.g. hotels, tourism agencies, food units, leisure units, cultural institutions, academic environment), promoting measures to protect the environment, preserving and rehabilitating the cultural, historical and tourist heritage of Iasi and the area of influence, etc.

(c) Iasi Official App (IOS & Android)

Iasi Official App is a tourist application administered by the City hall of Iasi. It focuses on tourists as well as local residents with information about POIs and events in the area, as well as local services (e.g. accommodation, restaurants, bars, tourist info points and offices) or local news (city hall press reports). The content of this app is updated in real-time. At present, the app offers the following themes:

- Accommodation: places in Iasi city that offer accommodation to tourists;
- Culture & Leisure: places in and around Iasi that offer cultural and leisure activities;
- Events Calendar: events that take place in Iasi city;
- Food & Drink: places in Iasi that serve food and drinks;
- Press Report: news that can be found on the City Hall website;
- Sightseeing: places that are worth visiting in and around Iasi;

- Tourist Info: official tourist info points and offices where a tourist can get information on what to see and to do in and around the city of Iasi;
- Other themes (f. ex. shopping, citizen services) can be added to the app by the local authority once they have relevant content; the app will update itself when new themes are added.

All POIs contain relevant information (e.g. photos, text, address, telephone and cell phone number with the possibility to call using the call function of the device, email address with the possibility to send a message using the email function of the device, website, opening hours, location of the POIs shown on Google maps, routing options). Language options include Romanian, English and German.

(d) Come to Invest in Iasi City 4K – a video presentation of Iasi city

This video⁵ has already received over 6,200 views on YouTube and will be updated and amended to a new version that will include the SHARE project logo and the Interreg logo (deadline: 31.12.2020).

⁵ <https://www.youtube.com/watch?v=ZnBgKOU0u-o>

4. Assessment of SHARE project impact – Sviluppumbria (Italy)

4.1 Region of Umbria

4.1.1 Step 1 - Description of intended change to existing policy

The policy targeted for change as part of the Local Action Plan (LAP) developed by Sviluppumbria was the Umbria Region ERDF Regional Operational Programme Axis VI Sustainable Urban Development (the “Urban Agenda”). More specifically, the LAP objective addressed here was “improving existing communications among the municipalities of the region, both formally with planned meetings and informally with networks of people liaising and sharing information both face to face and virtually”. It was deemed important that these sharing opportunities should take place in a range of different ways and at different levels in order to ensure that every person taking part is able to communicate fully. The expected change of policy required involved the creation of a mechanism to foster greater cooperation and sharing of ideas leading to better policy making and implementation, including the added benefits of a longer-term resilience for the region.

4.1.2 Step 2 - Description of the situation before the intervention

The situation in the region of Umbria before this intervention was one whereby regional policy makers and local authority officers worked towards solutions to problems that were largely common to many towns across Umbria, using essentially the same inputs from the region. However, although working toward complementary and at times identical goals in the context of the Urban Agenda Policy, each location did so separately. This often resulted in duplication of work, fragmentation, and inefficient use of existing resources across municipalities.

4.1.3 Step 3 – Plans for collection of project impact evidence

In order to deal with the apparent ‘silo-type’ work practices outlined above, a decree was drafted with input from the funding body’s Managing Authority, drawing on evidence drawn from collaborative sessions held with municipal stakeholders and accounts of the working

methodology of the North East Region (RO) stakeholders. The Region of Umbria typically works on policy issues with individual municipalities bilaterally, so the experience of having staff from the Urban Agenda municipalities working collaboratively was a successful trial of a novel approach.

Sviluppumbria worked closely with the Region of Umbria from the outset of the SHARE project and, although the funding body's Managing Authority was only able to participate in two international events of the SHARE project (in addition to all the ones held in Umbria), the project had an influence through the information it shared and the content of the discussions held. The first focus group exercises carried out by the Region of Umbria and municipal stakeholders, based on research guidance from the AP, were carried out in the first semester of the project and demonstrated the advantages of bringing together staff from the Urban Agenda cities as well as their willingness to cooperate. The funding body's Managing Authority has mentioned this in very favourable terms as well as the inspirational nature of the interventions provided by the Romanian municipalities in the SHARE project, which demonstrated an enviable *esprit de corps* even from the first interregional exchange meeting in July 2017.

4.1.4 Step 4 - Description of the situation after the intervention

The L.U.C.E. Pubblica "urban lab" was created in Umbria by Regional Decree 804 in July 2018 with the intention to implement a tangible and pragmatic capacity-building tool, which will outlive the current programming period. In the time since the establishment of this Urban Lab, two rounds of capacity-building training courses on the topic of "cities and cultural attractors" have been held, each for 15 participants, with 56 hours of classroom learning over a period of months. The first session ran from December 2018 to April 2019, and the second session began in December 2019 and was on-going early in 2020, when distance learning had to replace on-site workshops due to the outbreak of the Covid-19 pandemic.

5. Assessment of SHARE project impact – Region of Extremadura (Spain)

5.1 Region of Extremadura

5.1.1 Step 1 - Description of intended change to existing policy

The policy targeted for change as part of this Local Action Plan (LAP) was the ERDF Operational Programme for Extremadura (2014-2020) and, more specifically, its objective OE.6.3.1: “To boost the Protection, promotion and development of the Cultural heritage”, - Priority for investments number 6: “the preservation, promotion and development of the Cultural and natural heritage”⁶.

The LAP document developed to plan this intervention included the following objectives relevant to this intended policy change:

“Improvement in the use and implementation of structural funds for the preservation, promotion and development of the Cultural and natural heritage. The goal of the LAP is to establish and test specific protocols to be implemented when new actions for the Promotion and Exploitation of the Cultural Heritage within the framework of the Structural Funds in Extremadura are designed, namely the following set of protocols:

1. Public participation.

Definition of a transversal protocol for public participation to be implemented through the following actions:

⁶ Source:

http://www.juntaex.es/filescms/ddgg002/uploaded_files/fondos_europeos/FondosEuropeos2014_2020/FEDER/Propuesta_Programa_Operativo_Fondo_Europeo_Desarrollo_Regional_Extremadura_2014-2020.pdf

- ✓ Action 1.1. Creation of a Map of the Cultural Landscape of La Serena (definition of the cultural identity of La Serena).
- ✓ Action 1.2. Design and implementation of a dramatized cultural pilgrimage route combining historic paths, natural landscapes and relevant heritage resources across the region.
- ✓ Action 1.3. Creation of itineraries for stars observation

2. Coordination and communication among different public administrations and entities involved in the management and exploitation of the region's cultural heritage.

Definition of a transversal protocol for the coordination and communication among different public administrations and entities, due to be implemented through the following actions:

- ✓ Action 2.1 Design a common digital agenda for cultural activities across the county of La Serena.
- ✓ Action 2.2. Develop a common network of museums and archaeological sites.
- ✓ Action 2.3. Development of a joint communication and dissemination plan for the county of La Serena.

3. Sustainability of actions for the promotion and exploitation of the area's cultural heritage.

Definition of a transversal protocol for sustainability (ex-ante) that can be implemented through the following actions:

- ✓ Action 3.1. Potential development of a new heritage centre for the promotion of local cultural heritage.

- ✓ Action 3.2. Integration of new smart cultural contents in existing cultural facilities.

4. Quantification of the socio-economic and environmental impact of existing cultural heritage.

Definition of a transversal protocol for the quantification of the impact of existing cultural heritage (ex-post), due to be implemented through the following actions:

- ✓ Action 4.1. Quantification and valorisation of a beacon heritage site in the county of La Serena.

5. Promotion of innovative tools for the promotion and exploitation of existing cultural heritage.

Definition of a transversal protocol for the use of innovative tools for the promotion and exploitation of existing cultural heritage, due to be implemented through the following actions:

- ✓ Action 5.1. Creation of a network of influencers and bloggers in the county of La Serena for the promotion and marketing of the territory beyond its geographical borders (e.g. birdwatching, star gazing, gastronomy, events, sports, tourism, etc.).
- ✓ Action 5.2. Creation of a ranking for the main existing cultural assets in the county as a tool for promotion and marketing.
- ✓ Action 5.3. Experiential format event. Cultural days celebrating the area's ancient Tartessian heritage through gastronomy, traditional costumes, customs, etc.
- ✓ Action 5.4. Biocultural blitz. Design and implementation of an event for the definition and valorisation of the cultural heritage of La Serena (heritage and nature).

These protocols will be tested through the implementation of specific actions to be carried out in the County of La Serena within the region of Extremadura. It is expected that these validated protocols will be taken into consideration in the planning of any interventions that require the use of ERDF funding for the preservation, promotion and development of the cultural and natural heritage by the Regional Government of Extremadura's Directorate General for Culture and Heritage Promotion.

5.1.2 Step 2 - Description of the situation before the intervention

The situation in the Region of Extremadura before this intervention could be summarised as follows:

- Low involvement of local communities in the design and selection of actions for the promotion and exploitation of the local cultural heritage. Lack of participation tools.
- Limited coordination and communication among different public administrations and entities involved in the management and exploitation of cultural heritage.
- No quantification of the actual impact that cultural heritage resources and related actions deliver on each territory, which resulted in a lack of interest by local communities, local decision makers and regional politicians as regards investment in these resources.
- A considerable number of interventions made in the past were not economically sustainable, which resulted in wasted resources and projects with little chance of success in the longer term.
- Existence of a wide range of innovative sustainable tools for the promotion and exploitation of cultural heritage, which unfortunately were not being implemented efficiently.

5.1.3 Step 3 – Plans for collection of project impact evidence

Due to several constraints, chiefly linked to the on-going Covid-19 pandemic, only 8 out of 14 planned actions were implemented or are currently in the process of being implemented. In line with this, although five protocols had been planned initially, only four have been tested after all through the eight actions outlined below:

- **Protocol 1 (Participation):**
 - ✓ Action 1.3. Creation of itineraries for night sky star gazing.

- **Protocol 2 (coordination):**
 - ✓ Action 2.1 Design of a common digital agenda for cultural activities in the county of La Serena.

 - ✓ Action 2.3. Development of a joint communication and dissemination plan.

- **Protocol 4 (Ex-post):**
 - ✓ Action 4.1. Quantification and valorisation of a beacon heritage site in the county of La Serena (Cancho Roano archaeological site).

 - ✓ Action 4.2. Quantification and valorisation of a key cultural event in the county of La Serena.

- **Protocol 5 (Innovative tools):**
 - ✓ Action 5.1. Development of a network of influencer bloggers in the county of La Serena to promote the area.

 - ✓ Action 5.3. Experiential event.

- ✓ Action 5.4. Biocultural blitz. Design and implementation of an event for the definition and valorisation of the cultural heritage of La Serena (heritage and nature).

The impacts of this project, all linked to the Local Action Plan's objectives, can be summarised as follows:

1. Public participation

- One transversal protocol for public participation defined.

- Action 1.3 (implemented). Creation of itineraries for night sky star gazing.

- Five entities involved in the participatory process for the implementation of the action, namely:
 - Municipality of Valle de la Serena
 - Asociación cultural ADEPA Valle
 - CEDER "La Serena"
 - Mancomunidad de Municipios de La Serena
 - Diputación de Badajoz
 - Junta de Extremadura (regional government)

- ✓ 50 participants in the pilot itinerary.
- ✓ Positive feedback from all participants.
- ✓ 1 night sky star observation viewpoint developed (installation of a permanent viewpoint for future activities).

2. Coordination and communication

A great deal of coordination and communication took place among the different public administrations and entities involved in the management and exploitation of the cultural heritage. This was evidenced by the following developments:

- 1 Protocol defined for a more efficient level of coordination and communication among different public administrations and entities.

- Action 2.1 (implemented). Design of a common digital agenda for cultural activities in the county of La Serena.

- ✓ Development of local app (Vozzfy) for the communication, promotion, coordination and dissemination of cultural activities in the county of La Serena.
- ✓ Development of a protocol for uploading information and maintaining the app.
- ✓ 19 municipalities involved in the use of the app.
- ✓ 1042 events disseminated through the in one year.
- ✓ 1022 communications through the app in one year.
- ✓ 10,000 registered users of the app in the county of La Serena in one year.
- ✓ 4,178 followers of the app in social networks, as shown below:
 1. Monterrubio de la Serena **922**
 2. Cabeza del Buey **439**
 3. Castuera **384**
 4. Campanario **307**
 5. Quintana de la Serena **300**
 6. La Coronada **294**
 7. Zalamea de la Serena **256**
 8. La Haba **213**
 9. Higuera de la Serena **182**
 10. Valle de la Serena **132**
 11. Esparragosa de la Serena **98**

12. Orellana de la Sierra **85**
13. Benquerencia de la Serena **82**
14. Malpartida de la serena **75**
15. Orellana La Vieja **63**
16. Peñalsordo **71**
17. Magacela **138**
18. Capilla **69**
19. Zarza Capilla **68**

- Action 2.3 (implemented). Development of a joint communication and dissemination plan in La Serena, with the following outputs achieved:

- ✓ Development of a standardised profile on social media using a common place marketing slogan - “La Serena, Paisaje Cultural” -, with the following results:
 - Facebook
 - Followers: 1,296
 - Number of “likes”: 1,287
 - Twitter
 - Followers: 206
 - Instagram
 - Followers: 318
 - Number of posts: 55
 - Number of “likes”: 990
- ✓ 22 entities sharing the profile: 19 municipalities and two town associations – La Serena and CEDER la Serena (coordinator).
- ✓ 27 press releases developed using the “La Serena, Paisaje Cultural” place marketing slogan.

- ✓ Three media appearances of La Serena in as many TV channels, always using the “La Serena, Paisaje Cultural” slogan.
- ✓ Development of 15 short videos to promote the cultural heritage of the county of La Serena using the place marketing slogan “La Serena, Paisaje Cultural”. These videos showcase different aspects of the cultural and natural heritage of La Serena, including the following:

- Castles (Magacela, Capilla, Almorchón, Benquerencia de la Serena, Zalamea de la Serena, Orellana la Vieja, Orellana de la Sierra)
- Tartessian archeological sites (Cancho Roano y La Mata)
- Events of touristic interest (“El Alcalde de Zalamea”, “La Octava de Corpus”, “Romería de Piedraescrita)
- Roman period (Hijovejo, minas, yacimientos)
- Natural heritage – steppes.
- Natural heritage – dehesas.
- Natural heritage – wetlands.
- Natural heritage – Mediterranean scrub forest.
- Routes and trails (Camino Mozárabe, GR 115, cañadas).
- Assets of Cultural Interest.
- Rock art (dolmens and other pre-historic structures).
- Network of visitor centres of La Serena.
- Industry and economy (quarries, vineyards, cheese-making).
- Bathing areas (Isla del Zújar, Playa de Orellana, Orellana de la Sierra, Charca de Zalamea, Peñalsordo, Capilla).
- Religious heritage (e.g. churches).

3. Sustainability

The sustainability of actions focused on the promotion and exploitation of the cultural heritage included:

- Development of a transversal protocol for Sustainability (ex-ante) for infrastructures (no new infrastructures have been planned within the last 12 months).

4. Quantification of impact of cultural heritage

- Development of a transversal protocol for the quantification of the impact of existing cultural heritage (ex-post).

- Action 4.1 (implemented). Quantification and valorisation of a beacon heritage site (Cancho Roano) in the county of La Serena, including the following outputs:

- ✓ 20 filled survey questionnaires by visitors in 2020 (COVID-19)
- ✓ Data analysis on-going (until December 2020)

- Action 4.2 (implemented). Quantification and valorisation of a beacon cultural event in the county of La Serena. The following outcomes were achieved as a result of this intervention:

- ✓ 1 visitor survey completed
- ✓ 625 filled visitor survey questionnaires completed
- ✓ 4,362 visitors as a result of the event (the village has a population of 3,600)
 - Thursday: 1,200
 - Friday: 1,281
 - Saturday: 1,277
 - Sunday: 604
- ✓ €520,000 spent by visitors as a result of the event
- ✓ 10 appearances of the village in national TV channels as a result of the event

5. Promotion of innovative tools for the promotion and exploitation of cultural heritage

- Definition of 1 transversal protocol for the use of innovative tools for the promotion and exploitation of cultural heritage.

- Action 5.1 (to be implemented on 17th October 2020, due to Covid-19 restrictions). Creation of a network of influencer bloggers in the county of La Serena for the promotion and marketing of the territory (e.g. birdwatching, sky observation, gastronomy, events, sports, tourism). The following outputs have been achieved so far within this action:

- ✓ 10 influencers/bloggers have so far pledged their participation in this initiative
- ✓ 1 event to be implemented

- Action 5.3 (implemented). Experiential event revolving around the theme of the harvest (gastronomy, costumes, customs). The following outcome were achieved as part of this event:

- ✓ 40 participants in the recreation
- ✓ Over 600 visitors
- ✓ 5 entities involved in the implementation:
 - Municipality of Esparragosa de la Serena
 - Asociación cultural Asbaraguzza.
 - CEDER “La Serena”
 - Mancomunidad de Municipios de La Serena
 - Diputación de Badajoz

- Action 5.4 (to be implemented on 14th November 2020 due to Covid-19 restrictions). Biocultural blitz. Design and management of an event for the definition and valorisation of the cultural heritage of La Serena (heritage and nature). It is expected that the following outcomes will be achieved as a result of this intervention:

- ✓ 12 experts due to participate in the initiative (6 in cultural heritage, 6 in natural heritage)
- ✓ 1 event to be held

Finally, tested protocols and actions will be presented and tested in a meeting with responsible from the DG for culture and heritage promotion and the DG for Funds of the Regional Government of Extremadura in order to promote their use by staff involved in the design and implementation of actions towards the preservation and promotion of cultural heritage. The following outcomes are expected as a result of this:

- 1 validation event (end of November 2020)

5.1.4 Step 4 - Description of the situation after the intervention

Following on from the interventions carried out as part of the SHARE project, the protocols developed will be tested as part of the development process of actions for the promotion of the region's cultural heritage. As part of this, staff involved in the development of any further interventions will have to abide by the protocols created when launching new programmes, tenders or direct interventions related to cultural heritage, including the following:

- ✓ Participation by the general public
- ✓ Coordination and communication with other entities
- ✓ Quantification of the socio-economic and environmental impact of interventions
- ✓ Sustainability assurance for infrastructures
- ✓ Use of innovative tools for the promotion of interventions

6. Assessment of SHARE project impact – City of Pécs (Hungary)

6.1 City of Pécs

6.1.1 Step 1 - Description of intended change to existing policy

The policy targeted for change from the outset was the Configuration Plan and Zoning Plan for the City of Pécs (Hungary). The Local Action Plan for this intervention called for the development of a new “university” vision for the inner city and the buffer zone, in order to foster a transition towards the city’s knowledge economy, to enhance the sustainability of the city (compact, resilient) and to create a coherent and integrated zone for tourism.



Rationale

Implementing the new bypass-route and the missing north-south corridors would dramatically ease the traffic volume that suppress the city core. By extending Nagy Lajos Király Street along Weöres Sándor Street would remarkably diminish the traffic level in Zsolnay Street. This would not only create a spatial framework that could better serve the ever-

growing volumes of traffic, but at the same time it would allow to redefine the role of the 19th century axis. In this way this new “Zsolnay Boulevard” could play an integrative role both in east-west and north-south relations, amongst many other things connecting the west campus via the historical downtown with the east campus as a public transport corridor. The lower traffic level in turn, would also allow the reprogramming of the public spaces, creating a more pedestrian and bike friendly environment. These factors altogether however, would not only create a new coherent spatial platform that integrates the Zsolnay district, the historical downtown and the east/west campus of the university but at the same time, it would unlock those private investment potentials that had been lagged behind since the large-scale developments of the European Capital of Culture in 2010 took place.

The new configuration plan and the new zoning plan would create the legal and physical opportunity for the necessary infrastructural developments.

An urban design strategy is needed that would analyse the system of public spaces from the perspective defined by the new structural vision, the concept of the “university” and the tourism strategy and propose a new framework, defines the role each part of it has to play in it and defines the way they should be developed along with the architectural and visual guidelines that guarantees a coherent and legible visual environment.

Rationale

A new spatial framework of mobility only provides an opportunity to redefine the way the city is used; it is urban design that can reprogram urban spaces in order to give rise to a different spatial pattern of urban life. If we do not have the urban design vision that would make the inner city and the buffer zone work together and we do not implement a critical mass of urban design interventions we are not likely to achieve the integrated zone of tourism and the “university” vision that we aspired to. The re-definition of the 19th century east-west axis and – by this - making the vision of the Zsolnay Boulevard come true is the minimal intervention that has to be done in order to have tangible results.

This is also the genre and the dimension in which the spatial concept of the tourism strategy has to be expressed. This planning process needs to accomplish the following objectives:

1. Identify the spatial challenges and develop the spatial strategy to solve them.
2. Define the architectural character/image of the site and define the framework for new development.
3. Organise the distribution of functions within the framework of public spaces.
4. Determine the possible points of entry and the alternative or thematic routes as well as the spatial organisation of tourist attractions and the additional services.

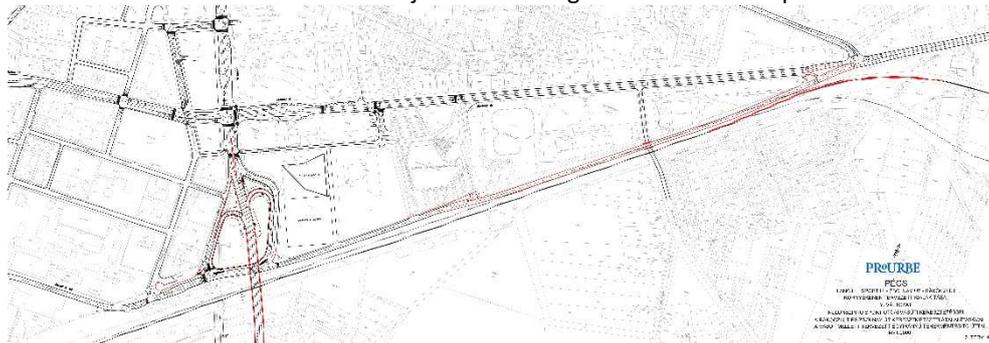
An urban design strategy is needed that would analyse the system of public spaces from the perspective defined by the new structural vision, the concept of the “university” and the tourism strategy and propose a new framework, defines the role each part of it has to play in it and defines the way they should be developed along with the architectural and visual guidelines that guarantees a coherent and legible visual environment.

After the municipal elections in 2019, negotiations commenced with the newly appointed chief architect for the city. He suggested that the proposed intervention could be integrated into the city image handbook⁷ and the cityscape decree⁸. The municipality will revise these documents after the new zoning plan is approved in March 2020.

⁷ https://gov.pecs.hu/static/telepulesrendezes/TAK_20200316.pdf

⁸ https://gov.pecs.hu/static/telepulesrendezes/19ren05_200313.pdf

SHARE Project Monitoring and Evaluation Report



The configuration new plan and zoning plans are currently under development to incorporate the intervention proposed by the SHARE project through a proposal submitted to the municipality, which has been since analysed by its mobility expert team and the mobility expert team has analysed it and included it into their planning proposal (see plan above)⁹. It is expected that these two new documents will be approved by March 2020.

6.1.2 Step 2 - Description of the situation before the intervention

The situation in the City of Pécs called for the development of a Smart city / tourism infrastructure developed on the basis of evidence-based decision making, planning and monitoring. This smart infrastructure will play a key role in further development plans for the city providing also the “raw material” for the development and nurturing of a knowledge-based economy in the city. The research carried out by the SHARE project in Pécs led to the development of a case study in conjunction with key local stakeholders. This highlighted the importance of an appropriate information background that covers all aspects of tourism in Pécs and which is regularly updated. Discussions with SHARE project partners, including insights offered by experts during partnership meetings (e.g. Visit Greenwich) highlighted that it is not a cross-cutting smart infrastructure that can cover all aspects of local tourism rather an institutionalised cooperation among the stakeholders supported by a series of – may time easily accessible – IT solutions. The development of this monitoring system presumes the

⁹ <https://gov.pecs.hu/bejelentes/ephatVelemenForm?mid=16000>

establishment of PTMMO¹⁰ (Action 4 in Local Action Plan), which is developing and running the data collection system and on this basis creates longitudinal analysis. The portfolio of data that has to be collected in turn has to be defined by the new tourism strategy (Action 5 in Local Action Plan) in order to be able to measure how much we have achieved in time according to our expectation expressed in the strategy and make it available in an OPEN DATA platform.

We are expecting that the 2021-2027 project period would provide resources to take further steps in this regard.

In addition to the above, the Local Action Plan developed as part of the SHARE project called for the Development of the portfolio of attractions as part of the LAP objective “Creating and maintaining a competitive and complex tourism portfolio.” The rationale behind this is linked to the fact that while Pécs is the fifth largest city in Hungary, it ranked fifteenth in 2016 in terms of the number of overnight stays. A number of structural problems affect this – physical, organisational and technological – that have a considerable impact on this. Aside from Budapest, all the other cities ahead of Pécs are spa cities. Even if Pécs’ strength might lie in the built environment and culture, the city’s portfolio of tourist attractions is lacking in terms of sustainability. It might well be the case that a more focused marketing activity could improve the tourism figures of the city but it is more likely that the tourism strategy will find missing elements that has to complement the given touristic attraction. The reason why we have identified this as a separate action however is not only that we believe that unless we can “fill in these missing gaps” we cannot be successful but also because we believe it should be an ongoing activity, complementing the market research and the monitoring that we would like perform in a regular basis. For we believe that the strength tourism experience derives from quality of a complex program, where one single weak point can pull down the efforts of the others.

¹⁰ PTMMO refers to Pécs Tourism Marketing and Management Organisation, an organisation we are suggesting to establish in Action (4)

6.1.3 Step 4 - Description of the situation after the intervention

Following on from the interventions carried out as part of the Local Action Plan approved for Pécs as part of the SHARE project, there were two specific interventions that this Local Action Plan called for, namely:

1. Creation of a Tourism Management and Marketing Organisation for the city of Pécs;
and
2. The development of a new tourism strategy for Pécs.

The rationales for the creation of a Tourism Management and Marketing Organisation for the city of Pécs is linked to the fact that, although the physical tourism infrastructure underwent considerable development as part of the World Heritage Site classification in 2004 and the European Capital of Culture award in 2010, as well as the ever-growing tourism portfolio of the Bishopric from 2014- onwards, tourism performance statistics do not reflect this. The reasons behind are partly spatial by nature (Action (1) and (2)), partly functional (Action (6)) but most of all, it goes back to the lack of city level tourism marketing and management. The present practice is, that each of the three major organisation tries to reach out by itself, but it is apparent, that none of them has alone the resource for a successful and effective city level marketing, nor the program portfolio that would alone be competitive. There are several potential alternatives: (1) empowering Irány Pécs! - the local tourism destination management organisation - as a consortium of the three major actors and create a collective budget for this purpose; (2) delegating this role to the Zsolnay Cultural Management organisation that is running the biggest cultural and marketing portfolio; (3) or considering it as a city marketing task it could be located at the Communication Centre of Pécs. Amongst all the other actions this one is probably the most important to make the tourism sector sustainable in Pécs, for this organisation should be in control of all other actions and these actions and can directly influence tourism market.

The organisational framework of the municipality has been favourably changed in 2019 in line with our expectations, for a new Department for Economic Development has been established with a Tourism sub-department and a Marketing sub-department¹¹.

As regards the development of a new tourism strategy for Pécs, it is expected that the municipality may implement this in 2021. The rationale behind this is partly linked to the city's over-reliance on the day-tripper market, which offers a very limited set of opportunities. Thus, along with the establishment of a city level marketing and management organisation (Action 4) we need to create the framework and the culture of cooperation among the – more than 500 – stakeholders to achieve collective growth. It is a telling fact, that none of the stakeholders could recall any of the main features of the present tourism strategy and no one knew anything about the one the Communication Centre of Pécs is working on. Thus, it is important to note here, that participation plays a key role in the planning process of this strategy, for among many other features, it is the best way we can build trust among stakeholders involve their resources to achieve a shared vision.

¹¹ https://gov.pecs.hu/download/szabalyzatok/ugyrendek/szmsz_ph.pdf

7. Assessment of SHARE project impact – City of Šibenik (Croatia)

7.1 City of Šibenik

7.1.1 Step 1 - Description of intended change to existing policy

The Croatian City of Šibenik developed the Local Action Plan (LAP) to target the policy change that would focus on sustainable management of cultural heritage in tourism. More precisely, the LAP was focused on changes in the city's yearly budget set around the activities related to the Fortress of culture Šibenik (budget item number 1009), museum activities (budget item number 1017), and social activities (budget item number 00301)¹² that would secure financial support for activities set around the sustainable use of heritage in tourism. Therefore, the City of Šibenik set three objectives to support the LAP target, accompanied by the following:

O.1. Development of an innovative cultural tourism

M.1.1. Design of a meaningful tourism product – cultural tourism of the historic city core

M.1.2. Development of an innovative tourism signalisation system

O.2. Renovation of the historic city core

M.2.1. Establishment of a coordinating body responsible for the planning of underground infrastructure in the historic core

M.2.2. Development of a program of incentives to the permanent residents for the restoration of facades, doors, and windows

O.3. The functional revitalisation of the historic city core

M.3.1. Development of city documents with stimulating measures for the functional revitalisation of the historic city core

M.3.2. Fostering of communication with the residents and SME

¹² Source: <https://www.sibenik.hr/stranice/proracun-grad-a-sibenika/23.html>

The intended change revolved around the creation of a well-rounded plan to manage cultural heritage in the city of Šibenik, which included both renovation and revitalisation of the existing heritage sites as well as creating new cultural tourism products.

As part of this, the city decided to revise its tourism offer and develop a new tourism product that would be based on preserving natural and cultural heritage in the city. The intention of this newly developed tourism product was to enable the destination to elevate its cultural heritage to be easily recognized by visitors, to bring consistency to its diverse tourist offer with the focus on cultural heritage and to deviate from the motif of the sun and the sea tourism promotion used by destinations in the vicinity of the city of Šibenik. Therefore, the city decided on the following:

- *Development of two new tourism products (deadline: 31.12.2019)*
- *Development of one new tourism product (deadline: 31.12.2020)*

In addition to developing new tourism products, a new and innovative system of tourism signalisation in the historic city core was needed. The signalisation system would aid in valorising all the aspects of local heritage and inform and guide the visitors towards the less-visited cultural assets to reduce congestions and to equally distribute the visitor flows in the historic city core. From the outset, the following targets were set for the city's plan on new developments:

- *Development of a system of innovative tourist signalization (deadline: 31.12.2019)*
- *Creation of a book of graphic standards containing a map of the tourist locations (deadline: 31.12.2020)*

In addition to this, a renovation and revitalization of the historic city core were deemed necessary. The renovation and revitalization of the city core needed to be approached by rounding-up all relevant stakeholders, including residents that would support and participate in the planned activities. For this purpose, the renovation of the historic city core was approached by the following:

- *Development of a program of incentives to the permanent residents for the restoration of facades, doors, and windows (deadline: 31.12.2019)*
- *Establishment of a coordinating body responsible for the planning of underground infrastructure in the historic core (deadline: 31.12.2020)*

A decision was also made for the socioeconomic and physical revitalisation of the historic city core, aiming at enhancing the quality of life of the permanent residents, safeguarding the diversity of commercial activities, encouraging missing activities and traditional crafts, and enhancing the level of communal services and parking facilities. For this purpose, two types of deliverables were agreed, namely:

- *Development of new documents that have an impact on the use of public and commercial spaces, communal equipment, maintenance, and renovation of the buildings (deadline: 31.12.2020)*
- *Creation and publication of thematic brochures on maintenance, renovation and use of the buildings and building elements in the city core to foster the communication with permanent residents and SME (deadline: 31.12.2020)*

7.1.2 Step 2 - Description of the situation before the intervention

The situation in Šibenik before this intervention was characterised by the following:

- Low external visibility and awareness of the city's heritage and cultural tourist offer;
- Insufficient presentation and promotion of cultural heritage, and inconsistency in the diverse tourist offers and attractions;
- Visual degradation of the city core from the existing visible electric and telecommunication wires that were often the subject of complaints from visitors and UNESCO experts;
- A high number of objects within the historic core that are in a bad or ruinous state indicating its mild physical degradation;
- Lack of communication with public bodies, local residents and SME;
- Population loss and a disappearance of crafts, stores and other services linked to the residential function in the historic city core.

Highly seasonal tourism and low visibility of heritage and culture

According to the Croatian Bureau of Statistics, there were 340,311 tourist arrivals, and 1,597,831 overnight stays in the city of Šibenik in 2018¹³. Historically, most tourist arrivals and overnights stay have been recorded in summer months between July and August¹⁴, indicating towards high seasonality of the city's tourism. This negative impact of tourism is a consequence of the city of Šibenik being predominately associated with the motif of the sun and the sea tourism that has been employed as the primary strategy of tourism marketing promotion from the neighbouring destinations. Hence, the city's heritage and culture gained low visibility and awareness, which also resulted from the type of visitors who were predominately interested in sun and sea tourist activities. Also, by observing the tourism trends and tourist activities, the city was made aware that its cultural heritage was insufficiently presented and promoted, and that its tourist offers, and attractions were too diversified and lacking consistency.

Moreover, the analysis of visitor flows in the city core showed that visitors have been flacking the city core and creating congestion in peak times, as they clustered around the most visible, or yet promoted tourist attractions. The conclusion was that the city was lacking a tourist signalisation that would help ease the tourist congestion in peak times, help disperse visitors around the historical core, and aid in presentation and promotion of cultural heritage.

The unappealing and degraded historical city core

The Urban Development Plan, published in 2014¹⁵, mentions that 100 objects within the historic core were in a bad or ruinous state indicating its mild physical degradation. Many of the historic core buildings are privately owned and used for residency. Their main problems were neglected facades and elements such as wooden doors and windows, which contributed to visible degradation and unappealing image. In order to preserve the authentic ambience

¹³ Source: https://www.dzs.hr/Hrv_Eng/publication/2018/04-03-02_01_2018.htm

¹⁴ Source: <https://www.sibenik-tourism.hr/upload/stranice/2019/04/2019-04-30/103/final.pdf>

¹⁵ Source: <http://www.edic-sibenik.eu/upload/stranice/2015/04/2015-04-01/41/udp10102014pdf.pdf>

of the architectural ensemble of the historical core of the city of Šibenik, the number of degradable objects needed to be reduced under clearly defined and concise building rules for the reconstruction and renewal of historical core.

The problem of the visibly degraded historical core was accentuated by existing visible electric and telecommunication wires, which were often the subject of complaints from visitors and UNESCO experts. Moreover, such inappropriate electric wires can represent a significant safety issue and cause sparking and fire, which would only amplify the city's problem of its core not being adequately equipped with fire hydrants.

Decreasing population and quality of life

According to the Croatian Bureau of Statistics and 2011 Census, the city of Šibenik had 46,322 residents¹⁶. From 2011 to 2016, more residents evacuated the city of Šibenik than migrated in, resulting in a total loss of over 2,000 residents, predominantly young and active population¹⁷. The trend is worryingly continuing. One of the reasons contributing to the decreasing population in the city core is also a deteriorating quality of life. Due to the highly seasonal tourism, many commercial services open for business in the main tourist season. Moreover, many commercial activities were gentrified to accommodate alleviated expectations driven by tourist demand. This resulted in the loss of public spaces used by residents (e.g. communal services, parking facilities etc.), and in the loss of many activities and traditional crafts.

Decreasing population and overall perception of decreasing quality of life in the city led towards many residents and SMEs not being interested in the decision-making processes and management of the city. Involvement and participation of residents and SMEs in the planning and management of the city represents the core of sustainable development, which the city of Šibenik strived for.

¹⁶ Source: https://www.dzs.hr/Hrv/censuses/census2011/results/htm/H01_01_03/h01_01_03_zup15.html

¹⁷ Source: <https://hrcak.srce.hr/file/220709>

7.1.3 Step 3 – Plans for collection of project impact evidence

It was agreed that evidence for the evaluation of the impact of this intervention of the city of Šibenik would include the following sources:

- City tours (e.g. development of new walking tours, supported by Šibenik Tourist Board)
- Maps (e.g. development of location maps to highlight the city's heritage and culture)
- Events (e.g. meetings with relevant local stakeholders)
- Informative material (e.g. brochures and other information material for relevant stakeholders)
- Financial incentives (e.g. budget provided for the restoration of deteriorated buildings)
- Analysis evidence of activities planned and carried out by the city on mapping public spaces and their revitalisation

7.1.4 Step 4 - Description of the situation after the intervention

The intervention planned for the city of Šibenik aimed at improving the sustainable management of cultural heritage in tourism was successful, as evidenced by the following achievements to date:

(e) Four new city walking tours.

The SHARE was vital in the city of Šibenik prioritizing the development of sustainable tourism based on the preserved natural and cultural heritage. The key to managing tourist flows and highlighting the heritage and culture of Šibenik's historical core, two new tourism products were developed.

First, the Association of Tourist Guides Mihovil Šibenik created a two-hour walking tour called *Dark side of Šibenik*¹⁸. The tour revolves around the story from Šibenik's medieval

¹⁸ Source: <http://www.vodici-sibenik.hr/hrv/arhiva.asp>

times, paired with chivalry, romance, and dramatic elements. The tour is combined with a classic story about the history and sights of the city, where licensed costumed guides recount lesser-known historical facts from times between the 13th and 17th century¹⁹. The tour has been well received by tourists and locals²⁰.

Second, students and their mentors from the Tourism School Šibenik²¹, in cooperation with the Šibenik Tourist Board and the Association of Guides Mihovil Šibenik, designed three new walking routes. The routes were designed to present the city slightly differently from the existing ones. The routes were named *Boula is woven from the song, Don't forget us*, and *Šibenik details like nowhere else*, and included stories of lesser-known details about Šibenik²².

(f) Creating maps and improving the signalisation of heritage and culture.

Preparatory actions and analysis of needs and possibilities for finding the best solution for innovative tourist signalisation were started. The city of Šibenik invited local artist to collaborate in an activity that would see the use of street art in the city's promotion. Therefore, a local artist was asked to decorate a window of abandoned space in the city centre that would relief plan of the city and be turned into a potential new favourite place to take photos²³.

¹⁹ Source: <https://www.lonelyplanet.com/croatia/dalmatia/activities/dark-side-of-sibenik/a/pa-act/v-33727P8/358782>

²⁰ Source: https://www.tripadvisor.com/AttractionProductReview-g295375-d16913131-Dark_Side_Of_Sibenik-Sibenik_Sibenik_Knin_County_Dalmatia.html

²¹ Source: http://ss-turisticko-ugostiteljska-si.skole.hr/?news_hk=1&news_id=973&mshow=290

²² Source: <https://www.sibenik.in/sibenik/ucenici-turisticke-skole-osmislili-tri-nove-rute-kroz-sibenik-predstavlanje-grad-na-malo-drukiji-nacin/124800.html>

²³ Source: <https://sibenskiportal.hr/y2/foto-derutni-izlog-od-kojeg-su-svi-okretali-glavu-u-kalelargi-sada-cemo-s-gustom-gledati/>

Additionally, the city of Šibenik is in the process of developing an urban analysis of public spaces of the city centre. This analysis will map all public spaces and give a clear insight into the number of public spaces located in the old part of the city. The analysis includes the detection of all public locations located in the old part of the city, along with evidencing missing activities and traditional crafts and provide evidence on the current state of communal services and parking facilities. The analysis will further serve in the development of economic and social functions in the historic city core influencing its socioeconomic and physical revitalisation directly.

(g) Events with and for the local stakeholders.

The SHARE was vital to establishing a coordinating body responsible for the planning of underground infrastructure in the historic core. The first meeting was held with representatives of the City of Šibenik, HEP (national electricity supplier), Vodovod (city water supplier), EVN Croatia Plin (national gas supplier) and T-Hrvatski Telekom operators. At that meeting, the discussion took place on the construction standards for the conversion and reconstruction of the city's infrastructure and deteriorated buildings. Hence, projects such as Integrated mobility in the area of the city of Šibenik²⁴ and Agglomeration²⁵ were implemented. For example, within the project of Agglomeration, a 45-meter-long street called Ulica kraljice Jelene was reconstructed and it was a kind of pilot project for moving aboveground installations underground. The project will serve as an example for future underground cable installing work and the problem of the visible cables influencing the historic ambience should be solved. Furthermore, the replacement of the old infrastructural cables by new ones aims to upgrade the quality of life for the residents.

The city of Šibenik approached tackling the problem of decreasing resident and SMEs' involvement in decision-making on the management of the city by forming a local group and held meetings with different stakeholders. Meetings with local residents, SMEs and non-profit organisations were held, aiming at having their informed participation in the

²⁴ Source: <https://www.sibenik.hr/projekti/integrirana-mobilnost-na-podrucju-grada-sibenika/81.html>

²⁵ Source: <https://www.sibenik.hr/clanci/novosti-o-provedbi-projekta-aglomeracija-u-sibeniku/9851.html>

development of the Action Plan for the purpose of using cultural heritage. Events such as Open days²⁶²⁷ took place and were well received by local stakeholders. Moreover, a brochure for local residents with information about the importance of the elements of cultural heritage, acceptable ways of maintenance and renovation, available incentives and other development opportunities is being developed.

(h) Financial incentives for the restoration of deteriorated buildings.

As part of the SHARE project, the problem of neglected facades and elements such as wooden doors and windows, degrading the historic ambiances, was evidenced. Therefore, the city decided to develop a program for the renovation of the facades and wooden doors and windows and place an open call in collaboration with the conservation authorities.

Hence, the Program Old town centre was created, which included the renovation of exterior carpentry which comprised the co-financing of the renovation of exterior carpentry in family houses and apartments in the old core of Šibenik. The Program sought to encourage the installation and use of energy-efficient exterior carpentry which led to the improvement of energy efficiency and contributed to a more beautiful appearance of city streets. The funds for the implementation of the Program Old town centre were provided in the annual budget of the City of Šibenik on the position 105411 Revitalization of the old town. The total amount of funds for co-financing of the renovation of exterior carpentry in family houses and apartments in the old core of Šibenik provided in the Budget of the City of Šibenik was HRK 250,000.00 HRK. The City of Šibenik co-financed up to 50% of the value of each investment, or up to a maximum amount of HRK 50,000.00 per individual facility.

²⁶ Source: <http://www.edic-sibenik.eu/clanci/uspjesan-open-day-projekta-kairos/694.html>

²⁷ Source: <https://sibenskiportal.hr/y1/u-cetvrtak-na-maloj-lozi-doznajte-sve-o-projektu-kairos/>

SHARE Project Monitoring and Evaluation Report

The open public call of the Program was published on February 14, 2019, on the official website of the City of Šibenik²⁸. Initially, according to the Program, five facilities were planned for the installation of energy-efficient exterior carpentry, but the installation of new carpentry was allowed for ten facilities in order to allocate more funds provided by the budget of the City. At the end of the implementation period, seven beneficiaries completed the implementation of activities and submitted the required documentation to the City^{29 30}.

²⁸ Source: <https://www.sibenik.in/sibenik/deset-stanara-gradske-jezgre-zamijenit-ce-stare-prozore-i-vrata-grad-im-je-dao-250-tisuca-kuna-a-dogodine-idu-subvencije-za-krovista-i-fasade/105527.html>

²⁹ Source: <https://www.sibenik.in/sibenik/deset-stanara-gradske-jezgre-zamijenit-ce-stare-prozore-i-vrata-grad-im-je-dao-250-tisuca-kuna-a-dogodine-idu-subvencije-za-krovista-i-fasade/105527.html>

³⁰ Source: <https://www.sibenik.hr/clanci/grad-sibenik-stanarima-gradske-jezgre-sufinancira-polovinu-iznosa-obnove-stare-dotrajale-stolarije/9255.html>

8. Assessment of SHARE project impact – Vadstena (Sweden)

8.1 City of Vadstena

8.1.1 Step 1 - Description of intended change to existing policy

Leisure and outdoor activities plan

The policy targeted for change as part of the Local Action Plan (LAP) was the Fritids- och friluftspan för Vadstena kommun (Leisure and outdoor activities plan). The municipality of Vadstena will work with a new plan during 2018 and 2019 ³¹.

By being able to be part of the process, the SHARE project expects to be able to influence the plan in such a way that that issues concerning the issues in the LAP are included in the plan, i.e. smart solutions, an integration of questions concerning tourists, inhabitants, cultural heritage and city planning.

Östergötland Culture Plan (2020-2023)

The region of Östergötland has developed a culture plan for the period 2020-2023 as part of the work to develop a new regional strategy (RUS formally known as the RUP)³². As part of the SHARE project's Local Action Plan, the aim from the outset was to influence this plan. The most important part in this is to include cultural heritage in a broader way and in connection with the issues presented in the LAP. The main goal for the RUS is to get cultural heritage and tourism to be recognized as important factors in the development of the region and its municipalities in the strategy. Much of this work has been concentrated to the work on the Cultural plan.

³¹ Source: <https://www.vadstena.se//globalassets/documents/kultur-och-fritid/fritids--och-friluftspan/fritids--och-friluftspan-for-vadstena-kommun---remissversion.pdf>

³² Source: <https://www.regionostergotland.se/Regional-utveckling/Kultur/Regional-kulturutveckling/Kulturplan-for-Ostergotland-2020-2023/>

Improved services for tourists and visitors - Regional and local visitor data

Although this is not a policy per se, it is nevertheless a weakness recognized during the development of the project's Local Action Plan: lack of data and statistics on visitor numbers in Vadstena.

The Local Action Plan developed by Vadstena's SHARE project team called for improvements in the collection and management of visitor data for Vadstena with the aim of improving decision-making processes locally. These improvements are made by the county tourism body Visit Östergötland in collaboration with Vadstena municipality and the regional council of Östergötland (*Region Östergötland*). Their people count visitors to the castle and the convent church, use of visitor parking, etc.

City centre traffic

A logistics plan needs to be developed for the transport of heavy goods through Vadstena. This should include regenerating the Old Thoroughfare, work on Storgatan (Vadstena's high street) and Rådhusorget (the Courthouse Square). As part of this initiative, which the SHARE project's Local Action Plan for Vadstena called for, it is crucial that the town centre's cultural heritage is preserved, whilst minimising disruption to local businesses. The logistics plan called for here aims to gather representatives from the municipality, local businesses and freight distributors to consider jointly solutions regarding the transportation of goods through Vadstena. This plan and the work involved are owned by the municipality's Land and Exploitation Department, the Town Planning Department and the Business (Economic Development) Department.

Culture Trail

The creation of a Culture Trail is not a policy-related intervention, but rather an on-going project where the SHARE project is monitoring the work and its progress. This is also one of

the main features that we have used to explain and showcase the work of the SHARE project in practice and during public and presentations. In other words, it is a good example of how the thinking behind the SHARE project can lead to tangible outcomes on the ground.

In essence, the aim is to improve the existing cultural route in Vadstena by making it even more attractive to visitors. The route's central purpose is to tie together Vadstena's two main cultural nodes - the castle and the convent - and to showcase also other parts of the town's history. This work comprises two phases:

1. Physical improvements. Vadstena high street (*Storgatan*) is part of Vadstena's Culture Trail connecting the convent with the castle. In 2017-2018, the street was completely re-paved to make it more accessible and attractive to local residents and visitors. This work started at the same time as the SHARE project.
2. Virtual interventions. The Vadstena town walk app, which offers four different themed walks - Medieval, Underprivileged Vadstena, Women's history and 20th Century History - is also part of this intervention.

The Courthouse Square (*Rådhusstorget*) - 13th century - will also be part of Vadstena's Culture Trail. A planning process has started with the purpose of making the square more attractive and accessible.

8.1.2 Step 2 - Description of the situation before the intervention

Leisure and outdoor activities plan

Fritids- och friluftspan för Vadstena kommun (Leisure and outdoor activities plan) was a plan that did not concern Cultural heritage and was not a plan that would have been sent to the Cultural heritage unit for referral as these were not seen as issue for us.

Östergötland Culture Plan (2020-2023)

The Östergötland Culture Plan (2016-2019) is a plan connected with the Regionala utvecklingsprogrammet >2030 (The regional development programme - RUP). Although in this plan there are connective points with the work made within the SHARE project that we picked up on early in the project, the aim of the present intervention is to enhance these connective points in the work with the up-coming RUS. The most important has been the connection between tourism and cultural heritage. In general terms, the old Culture Plan was more focused on the arts rather than cultural heritage.

Improved services for tourists and visitors - Regional and local visitor data

Visitor statistics in Vadstena relied in the past on a very narrow range of parameters and were mainly collected through the Regional Council of Östergötland.

City centre traffic

Heavy goods transport and rubbish lorries regularly traverse parts of Vadstena's city centre, including Rådhusorget and Storgatan high street as well as the old thoroughfare. The municipality of Vadsten is currently working on an overview of their current traffic plan., in line with the objectives set out by the SHARE project team's Local Action Plan for Vadstena, which called for a reduction of heavy goods traffic through the city centre.

Culture

Trail

Since 2014-2015, a number of discussions have taken place about the need to amalgamate the different elements of central cultural heritage in Vadstena. However, lack of consensus on a way forward divided the city and its cultural heritage, making it difficult for visitors to find coherent information. This also had a negative impact on local business as tourists often only reached one part of the city.

8.1.3 Step 3 – Plans for collection of project impact evidence

Leisure and outdoor activities plan

An invitation for referral was raised with the municipality of Vadstena for the Culture Plan document. The referral was carried out in two parts, including an internal referral with the County Administrative board and a referral to the municipality of Vadstena. As a result of this process, the plan was adopted by the municipality of Vadstena.

Östergötland Culture Plan (2020-2023)

An invitation for referral was raised for the Region of Östergötland. This process culminated with the plan being adopted by the Region of Östergötland.

Improved services for tourists and visitors - Regional and local visitor data

The municipality of Vadstena presents some of its visitor data on their web page ³³. The Region of Östergötland presents visitor data for the county on their webpage ³⁴.

City centre traffic

The SHARE project's Local Action Plan for Vadstena highlighted the need for a survey and assessment of the situation by the municipality. A public consultation and tenders ensued related to the regeneration of Rådhusorget, where the SHARE project was mentioned specifically as follows:

“The transformation of Rådhusorget and Apotekstomten is one of the municipality's projects that form the basis for Vadstena's participation in the SHARE project.”

³³ Source: <https://www.vadstena.se/Startsida/Kommun-och-demokrati/det-har-ar-vadstena/Undersokningar-och-statistik/>

³⁴ Sources: <https://tourisminskane.com/sv/statistik-och-analys/statistik-for-gastnatter> and <https://www.visitostergotland.se/for-branschen/statistik/>

Culture Trail

Outputs to gauge progress related to this intervention included the following:

- A map of Vadstena's Culture Trail
- References to this work in the municipality's annual reports
- Invitation documents linked to the architectural completion for the regeneration of the Courthouse Square
- Presentations and public talks delivered by the municipality, where this intervention was a focal point of discussions
- A survey by the municipality of Vadstena describing progress and impacts
- The app: Upptäck Vadstena (Discover Vadstena)

8.1.4 Step 4 - Description of the situation after the intervention

Leisure and outdoor activities plan

Vadstena municipality sent the plan out for referral on December 27th, 2018. The County Administrative board Östergötland (CABO) answered this collectively. The Cultural heritage unit and SHARE project answered this referral to the Nature Conservation and Protection section of the county's administrative board. In the final answer the SHARE project and activities within that is used as good examples to implement in the plan, in this case The Cultural route and the app. The plan was adopted by the city council July 19h 2019.

The result in the work with this particular plan have been that more people in Vadstena municipality and the County Administrative board has become aware that this is an area that also concerns Cultural heritage. First steps have been taken for more collaboration in this area in the future and SHARE has been the steppingstone for this. The plan is based on goals that are close to the SHARE project's Growing Vadstena: Attractive Vadstena and Sustainable (Smart) Vadstena. The plan is also aligned with other plans in a manner similar to SHARE's

methods. In this case, against the nature conservation plan, the cultural heritage plan and the public health goals.

Additionally, the plan is exempt with Agenda 2030 and the 17 global goals for sustainable development in focus, in this case primarily the goals of good health and well-being, equality and sustainable (smart) cities and communities. This is also in line with the work of the SHARE-project. All in all, we can see that SHARE have made an impact on this plan and the ideas behind it, if not direct then indirectly and definitely for the future.

Östergötland Culture Plan (2020-2023)

The SHARE project has had an impact on the development of the new Östergötland Culture Plan (2020-2023). The project team have have participated in several meetings, workshops and provided a referral answer. Among the activities was several meetings with the region and the conference regarding the Cultural plan on June the 4th 2019 followed by an official referral answer from the SHARE project on August the 8th 2019.

The new Östergötland Culture Plan (2020-2023) is in line with issues that are handled within the framework of the SHARE Interreg Europe project and the ideas presented in the Vadstena LAP. Among these are the cultural perspective that contributes to the attractiveness of places, cities and regions. It is also emphasized that it is important for location and destination development as well as for business, public health and well-being and on local tourist destinations. Amongst the things lifted in the new plan concerning tourism and cultural heritage are that Region Östergötlands efforts in the field of culture and outdoor life shall, as far as possible, be coordinated with the regional hospitality industry strategy. The regional museum works with the development of cultural tourism linked to different cultural environments within the framework of the network Cultural Heritage Östergötland. Within the concept of cultural and creative industries (KKN), the region refers to industries and companies that base their activities on culture and creativity, which in turn includes tourism and the hospitality industry as well as experience-based learning.

The new Östergötland Culture Plan (2020-2023) has been developed to adopt a broader remit than its predecessor and has a wider focus on cultural heritage in connection with tourism, business and to some extent planning issues. In essence, the SHARE project and the ideas presented during this project have influenced the discussions concerning the new Östergötland Culture Plan (2020-2023).

Improved services for tourists and visitors - Regional and local visitor data

Vadstena's SHARE project team has successfully argued for the compilation of a more efficient set of visitor data for the city during meetings with the regional council of Östergötland and the municipality of Vadstena. The team has also been pushed during referrals, for examples regarding during the work with the regional council of Östergötland work on the Cultural plan and RUP. The SHARE project has also asked Vadstena municipality, Visit Östergötland and Vadstena Turism & Näringsliv AB about what measures have been taken regarding the statistics.

According to their answer dated 2020-01-31, the relevant bodies are working on collecting local data, at the same time regional and national development work is underway to develop better measurement methods as a result of this request from the SHARE project team at Vadstena.

City centre traffic

The municipality of Vadstena is currently working on a new traffic plan for the city. Part 1 was completed in 2018-2019 and work will continue in 2020-21. The work on Storgatan is nearing completion, with work on the Old Thoroughfare and Rådhusstorget still on-going. The municipality is now working to, as far as possible, redirect the heavy goods transports and garbage trucks that previously served the central parts. As a first step in this process, the municipality made Storgatan car-free since 2018.

In 2019-2020, work started on the regeneration of Rådhusstorget. The municipality of Vadstena held an architectural competition and construction work has begun. When the reconstruction is finished, the square will also be car-free. In the planning of this work, cultural aspects as well as environmental aspects were considered for the stakeholders around and in the square. Within this work issues concerning physically accessible to everyone is also an important issue. SHARE has been pointed out as an important part in this work (PDF 4). Furthermore, positive effects of the reconstruction of the square are that the heavy traffic now has been rerouted from the centre of the city and that logistics regarding and waste disposals from local business surrounding the square have been improved.

Work on the Old Thoroughfare also started in 2018-2019. The existing pedestrian and bicycle path have been widened, speed-reducing measures have been implemented to create "shared spaces" and pedestrian areas and suitable stops for public transport are being evaluated in 2020. Vadstena municipality says in their survey that various suggestions and ideas for solutions regarding this have been given to Vadstena municipality within the SHARE project. This concern, for example, the transport situation. From different parts of Europe, solutions have been shown with e.g. electric vehicles (among other things, this was raised during the SHARE meeting in London, June 2018). At the square, several car parking spaces have been removed, a decision which was supported, among other things, by the SWOT analysis carried out within the SHARE project framework.

Culture Trail

From the outset of the SHARE project, the municipality of Vadstena had decided that a culture trail would help to amalgamate the city's different areas of interest to visitors and encourage tourists to visit parts of the city where existing local business would benefit, whilst minimising negative impacts for local residents. A first step towards this can be found in the 2018 Annual Report of the Municipality of Vadstena, where the SHARE project is mentioned. Since then, the municipality of Vadstena has taken several steps towards the development of a culture

trail, among other interventions geared towards increasing footfall along the Storgatan high street. Partly as a result of this, the business occupancy of this street has also changed. Similarly, standardising elements related to streetscaping have been introduced to signpost the culture trail but also make general improvements, including enhanced drainage measures, rubbish bins, benches and flower boxes.

The municipality of Vadstena has also developed an app - Upptäck Vadstena (Discover Vadstena) - to help tourists and local residents to find their way and learn about the city from differing historical perspectives, including the Middle Ages, the Poor Vadstena, Women's History and the Vadstena of the 20th century. The app also includes an event calendar.

A map for Kulturstråket (the culture trail) has also been developed. This will be used by Statens fastighetsverk (the National Property Board of Sweden) on their information signs. Vadstena municipality is also currently working on the reconstruction of Rådhusorget (the Court square). An architectural competition has been made. SHARE is mentioned in the background material for this. The work with the physical construction for the reconstruction have started and phase 1, all work underground, including archaeology is done. Work is ongoing and the reconstruction is planned to finish at the end of April 2021.

The project has come a long way and several of the ideas have been realized or is on the verge of being so, but it is still developing. One thing that will highlighted in the future is the Courthouse and Courthouse square, as soon as the renovation of Rådhusorget is finished.

9. Conclusions

This report has adopted an evidence-based approach to evaluate the impact of the SHARE project on policy at local and regional levels in six European Union countries, namely Croatia, Sweden, Romania, Italy, Spain and Hungary. Inevitably, effective policymaking is an iterative process linked not only to ideology but, crucially, effectiveness on places and communities. Similarly, the evaluation of the impact of pilot interventions on this process, which is part of what the SHARE project has delivered, is not an exact science as it is subject to parameters often beyond control, including time scales, local nuances, political changes and wider global factors, such as, for instance consumer trends.

In this sense, tourism is no different to retail, education or other sectors of the economy as visitor expectations and preferences in terms of how they ‘consume’ places continue to evolve at an ever-increasing pace.

In line with this, a pilot intervention implemented to test a potential change to existing policies could either become quickly obsolete due to fast-changing technological developments in smart tourism such as artificial intelligence or it may require a longer time-scale to bear fruit, particularly when (sustainable) behaviour changes among tourists and/or residents are involved.

Other global factors can become catalysts in this policy-change process or hinder it altogether. A recent example of this has been the global Covid-19 pandemic, which has (rather forcefully) reduced CO2 emissions in many urban centres due to a reduction in work-related travel, whilst largely hindering many of the interventions the SHARE project planned on implementing, most of which were related to the promotion of the attractiveness of heritage, sustainability and elements of smart tourism.

Against this complex backdrop, the evaluation of the impact of the SHARE project on its participant locations should avoid short-term assessments. Instead, it should be considered more as a longer-term process that contributes to the resilience of those places and their

communities. The relationship between heritage, economic development and local communities is always going to be somewhat fraught. However, one of the key contributions of the SHARE project remains in its factual evidence-based approach to prioritising interventions where transparent consultation with local stakeholders has remained at the heart of the process regardless of the ideological changes that have affected the political landscape of many of the project's partner cities and regions during its 4-year lifetime.