

World Tourism Organization



UNWTO

UNWTO City Tourism Network Action Plan

2016/2017



**UNWTO City Tourism
Network
Action Plan**

2016/2017



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Introduction

1.1 Introduction to UNWTO City Tourism Network Action Plan

UN Habitat forecasts that by 2030, five billion people – or nearly two-thirds of the world’s population – will be living in cities. By 2050, 70% of the world’s population will be urbanized. This continual increase in urbanization will progressively reflect the already considerable impact of urban tourism in the development of the city and its economy.

Tourism brings new patterns and changes to the urban landscape, such as globalization, a phenomenon whose impact is not limited to big cities. The influence of globalization is very clear in the hospitality sector, for example when you can find similar hotel rooms, restaurants and services – whether it be in London, Paris, Hong Kong, China, or New York.

Cities have the ability to adapt rapidly to provide their visitors the most modern experiences. This triggers a constant investment in infrastructure, promotion and conservation which serves to benefit both tourists and local residents. Tourism needs the diverse and flexible products a city can offer and cities need tourism to achieve their social and economic objectives.

Tourism is a “cross-sectional” sector, affecting many areas both directly and indirectly. However, this multi-functional nature makes it complicated to plan and manage and the development of city tourism is not a simple task. It involves the cooperation of decision-makers and stakeholders in addressing the considerable challenges, and to create necessary policies to adapt to sustainable models of public-private collaboration.

Acknowledging the significance of city tourism and addressing the challenges confronted by the sector, the Affiliate Members Programme seeks to implement tools to assist cities in developing sustainable tourism.

To this end, the seven areas of action presented in the Istanbul Declaration (2012) serve as the framework for the activities of the Action Plan of this City Tourism Network.



Introduction

1.2 The Istanbul Declaration

In 2012, UNWTO, in collaboration with 21 cities developed the Global Report on City Tourism, volume six of the Affiliate Members Report series. Within the contents of this report, major priority areas in city tourism were defined and included in the publication. Given the relevance and importance of said priorities, an official series of recommendations resulted and included in a document which later subsequently became the Istanbul Declaration – named after the city where it was signed by 22 cities* during the framework of the 1st UNWTO Global Summit on City Tourism. The following recommendations aim at efficiently promoting the development of city tourism worldwide and UNWTO has proposed to take action in them:

- Raise awareness of the economic and social impact of city tourism on national and local economies.
- Integrate urban tourism as a key pillar of government policy at all levels.
- Establish effective and renewed instruments for partnerships among all stakeholders involved in tourism to ensure the exchange of information, initiatives and knowledge.
- Highlight the importance of human capital and invest in professional training.
- Favour measures to recognize and encourage sustainable local policies and initiatives.
- Implement innovative strategies to develop new products with high added value by addressing niche markets.
- Advance towards the concept of 'smart cities'.

Since then, the UNWTO Affiliate Members Programme has carried out a series of initiatives to meet this mandate, such as the City Impact Measurement Project and the Precious Time Prototype, and focuses on addressing the challenges faced by the city tourism segment. Today, these areas of work are being channeled through the City Tourism Network.

* Athens, Barcelona, Berlin, Bogota, Buenos Aires, Cape Town, Hong Kong, Kazan, Lisbon, London, Madrid, Melbourne, Moscow, New York, Paris, Québec, Quito, Rio de Janeiro, Shanghai, Vienna, Zaragoza and São Paulo.



Introduction

1.3 What is the UNWTO City Tourism Network?

The City Tourism Network proposes to serve as the platform for knowledge transfer, development and implementation of innovative initiatives and prototypes as well as benchmarking and monitoring city projects. Its main purpose is to form transferable and adaptable methods and models to address the action proposed in the Istanbul Declaration.

Participants of the UNWTO City Tourism Network benefit from inclusion in a working group of stakeholders from across the public and private sectors, on regional and national levels, to pursue policies to stimulate city tourism. The Network also aims to develop cities for and through the tourism sector, while maintaining a positive living space for locals.

The UNWTO City Tourism Network was officially launched in November 2016 during the 5th UNWTO Global Summit on City Tourism in Luxor, Egypt.



Introduction

1.4 Mission

- To provide cities with a platform to foster their offerings in a world where tourists have a greater cognitive association to cities than individual countries.
- To establish a framework for the creation, transfer and application of urban development models within cities.
- To connect with interest groups and form part of a network to create innovative strategies for product and experience development within cities.
- To encourage the mutual benefits of tourism and urban development for big and emerging cities around the world.
- To provide a space for members to collaborate on matters of policy formation, multi-city branding initiatives, multi-modal transportation initiatives and other public-private partnerships which enhance the offerings of city tourism.
- To promote innovation and encourage ICT and smart tourism initiatives such as virtual tourist guide applications, augmented reality applications and Wi-Fi ready cities.





Introduction

1.5 Vision

The UNWTO Global Code of Ethics for Tourism (GCET) serves as the fundamental frame of reference for all the initiatives of the organisation promoting responsible and sustainable tourism, including the UNWTO City Tourism Network. Addressed to governments, the travel industry, communities and tourists alike, this comprehensive set of principles aims to help maximize the sector's benefits while minimizing its potentially negative impact on the environment, cultural heritage and societies across the globe.

Likewise, the UN Agenda for 2030 is a plan of action for people, the planet and prosperity. It also seeks to encourage global peace. It recognizes that eradicating poverty in all its forms and dimensions is the greatest global challenge and a requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. The 17 Sustainable Development Goals (SDGs) are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.

Furthermore, against this backdrop, the UN General Assembly (UNGA) has announced the "International Year of Sustainable Tourism for Development 2017".

All initiatives of the UNWTO City Tourism Network aim to enable destinations to develop city tourism in a sustainable manner incorporating the steps set out in the ambitious 2030 Agenda for Sustainable Development, along with the 17 Sustainable Development Goals (SDGs) that aim to, inter alia, end poverty, protect the planet and ensure prosperity for all.

The UNWTO City Tourism Network involves the development of pilot projects and prototypes designed to generate knowledge in city tourism, as well as viable models for product development, effective marketing, communication and governance models. It also aims to present research and to disseminate it in annual international forums and conferences, fostering the exchange of experiences.





Introduction

1.6 Key priorities

Economic stimulation and development:

- City tourism contributes to the economy of a wide array of stakeholder beyond tourism – creating more jobs for residents, encouraging entrepreneurial and creative industries and encouraging foreign investment and exchange.
- City tourist receipts and spending provide great opportunity for development, maintenance and rejuvenation of the city's key attractions and experiences which further enhances the city's image and product offerings.

Quality of life for residents:

- Sustainable tourism can rejuvenate cities by improving infrastructure, creating a skilled labor force, stimulating local business entrepreneurship, developing public-private partnerships, attracting investment and creating local amenities and recreation facilities.
- City tourists also bring diversity to cities. The interactions between visitors and the local community on a daily basis play an important role in building cultural awareness, and should lead to a more tolerant and respectful society.
- Challenge of addressing the needs of visitors while maintaining the quality of life for locals.

Shopping tourism and city tourism:

- The close links between these two areas in addition to two phenomena – tourism's expansion and the rapid urbanization – bring immense opportunities to maximize the impact of urban tourism in the socioeconomic development of cities, for tourists and residents alike.
- Shopping tourism is an increasingly important element of the traveler experience, either as a main driver or as one of the main activities experienced by tourists within destinations.
- After the presentation of the Shopping Tourism report on 21 May 2014, which constitutes the eighth volume of the AM Reports series, multiple Affiliate Members have requested the continuity of the actions taken and the integration of this segment within different prototypes that are to be carried out in the future.
- 1st UNWTO conference on Shopping Tourism was held during the first edition of Fitur Shopping at Fitur.

Cultural tourism and city tourism:

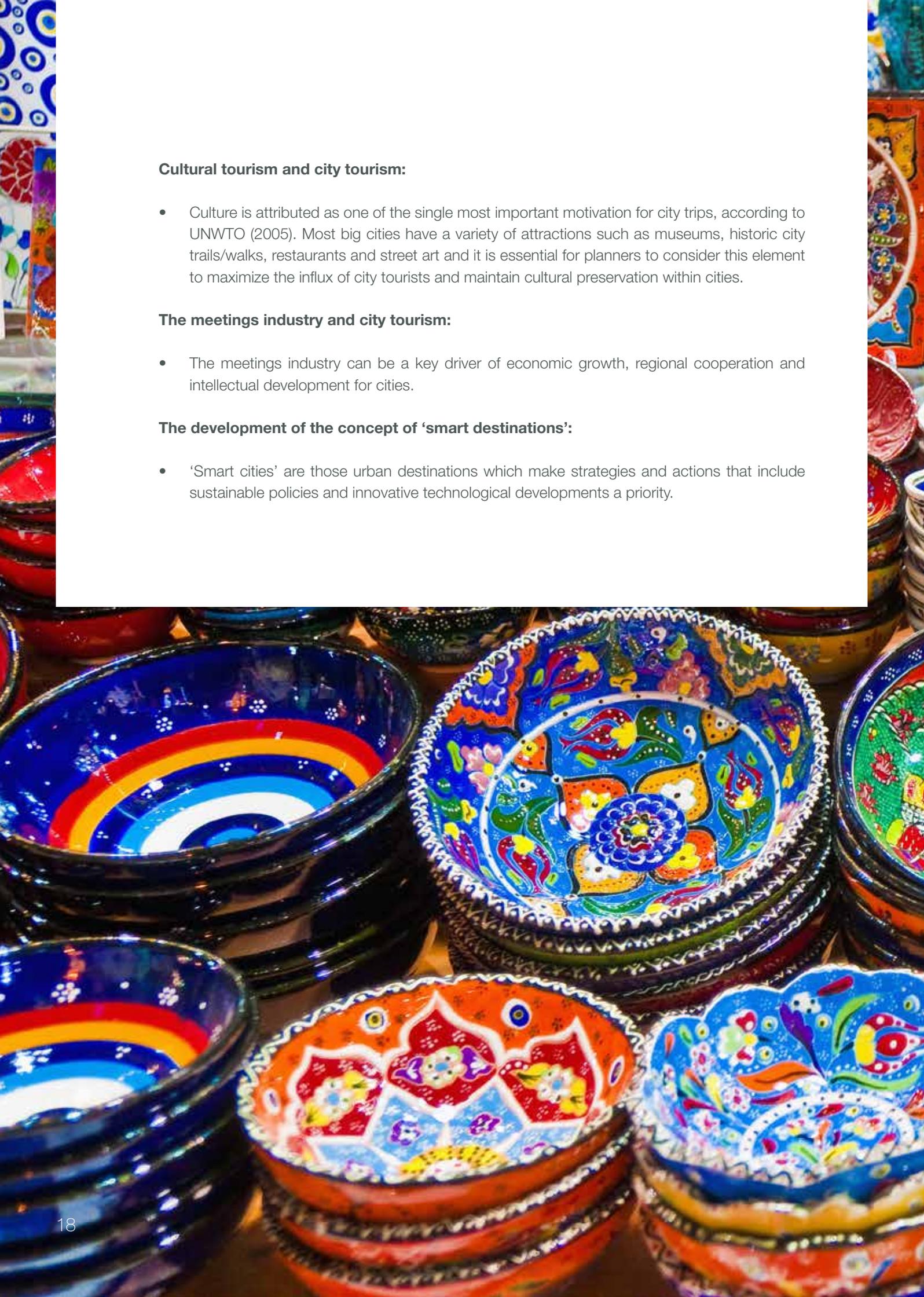
- Culture is attributed as one of the single most important motivation for city trips, according to UNWTO (2005). Most big cities have a variety of attractions such as museums, historic city trails/walks, restaurants and street art and it is essential for planners to consider this element to maximize the influx of city tourists and maintain cultural preservation within cities.

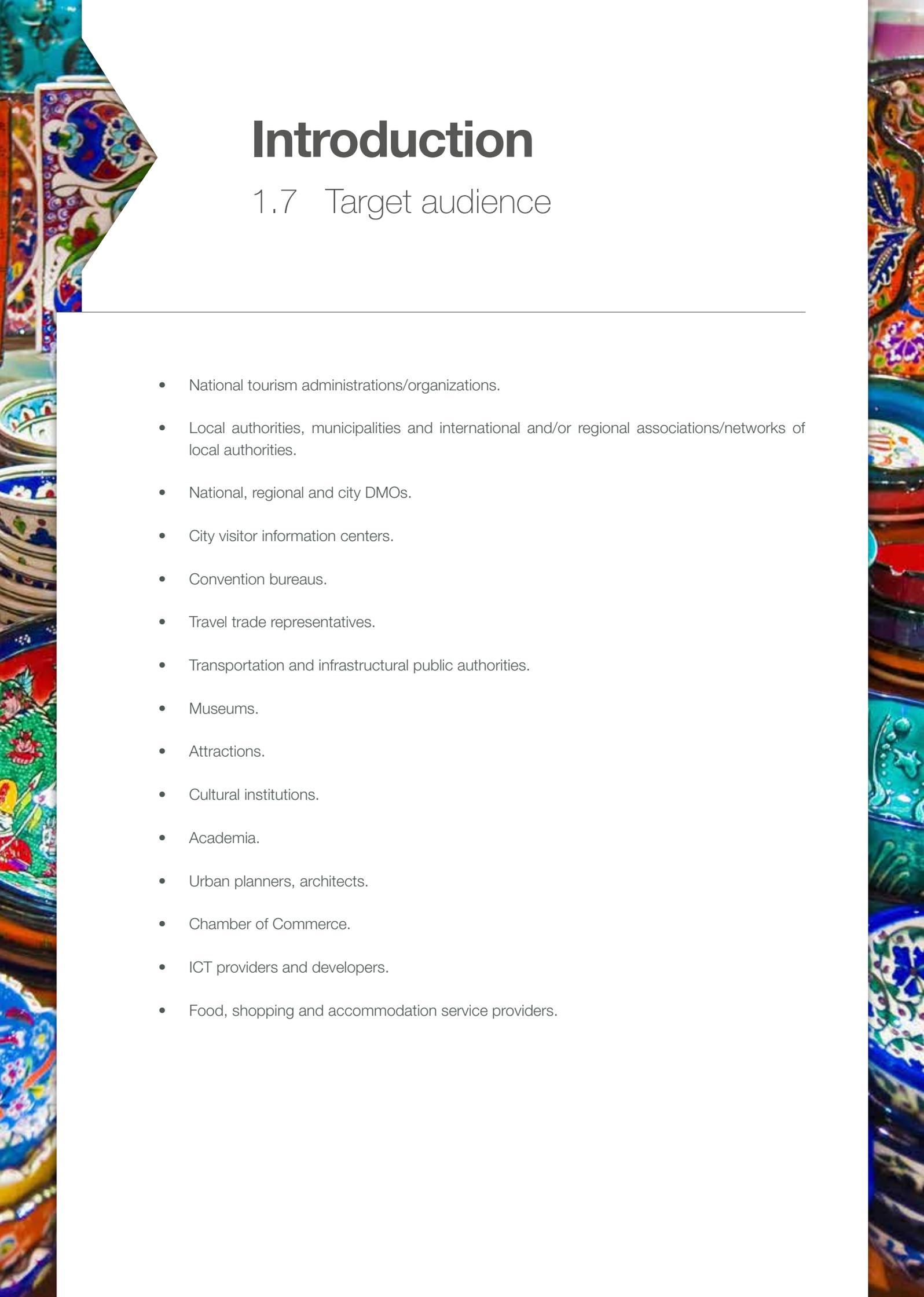
The meetings industry and city tourism:

- The meetings industry can be a key driver of economic growth, regional cooperation and intellectual development for cities.

The development of the concept of 'smart destinations':

- 'Smart cities' are those urban destinations which make strategies and actions that include sustainable policies and innovative technological developments a priority.





Introduction

1.7 Target audience

- National tourism administrations/organizations.
- Local authorities, municipalities and international and/or regional associations/networks of local authorities.
- National, regional and city DMOs.
- City visitor information centers.
- Convention bureaus.
- Travel trade representatives.
- Transportation and infrastructural public authorities.
- Museums.
- Attractions.
- Cultural institutions.
- Academia.
- Urban planners, architects.
- Chamber of Commerce.
- ICT providers and developers.
- Food, shopping and accommodation service providers.



Framework of the Affiliate Members Programme

The basic framework of the UNWTO Affiliate Members Programme is composed of four fundamental goals:

1. **The exchange of expertise**
2. **Knowledge generation**
3. **Knowledge dissemination**
4. **Talent development**

To each of these goals corresponds a specific action, to be implemented by UNWTO and the City Tourism Network participants.

To address the goal of the **exchange of expertise**, UNWTO creates networks, in which leading experts can become members of working groups, focusing on various areas of expertise in tourism that bring together members from different backgrounds around a common interest or goal. In the case of the City Tourism Network, those for whom small or large city tourism is a strategic resource can come together to discuss the trends and challenges around the world. Other UNWTO networks include the Knowledge Network, focusing on research and composed of academic institutions and centres with a demonstrated research capacity, the Shopping Tourism Network, consisting of Member States and Affiliate Members interested in turning this element into a competitive advantage and the Gastronomy Network, where experts, destinations, academics and a wide variety of private sector stakeholders work together in shaping the future of the Gastronomy Tourism sector.

To address the **goal of knowledge generation**, the UNWTO Affiliate Members Programme has developed a prototype methodology as a framework for public and private sector cooperation on tourism development, sharing knowledge and creating projects that can ethically and sustainably improve a locality's competitiveness. This professional framework, based on transparency, flexibility and rigor, outlines how innovative tourism projects can be developed so as to benefit destinations, businesses and institutions. The prototype methodology provides a roadmap for such processes based on initial research and analysis. It can incorporate a governance model, a catalogue of tourism products to be developed, strategies for market positioning and a brand identity. The prototype methodology entails compliance with the UNWTO Global Code of Ethics for Tourism, so as to maximize the socioeconomic contribution of tourism, while at the same time minimizing its potential negative impacts.

Furthermore, UNWTO publishes global reports in which Member States, Affiliate Members, expert consultants, market research institutes and leading global travel networks actively participate to provide wide-ranging and current data and trends. Knowledge generation is also a direct result of the development of prototypes.

Knowledge is effectively disseminated through the range of UNWTO conferences and seminars, held throughout the year. At these events, experts, stakeholders and opinion leaders give presentations on their areas of expertise and participants are encouraged to actively participate to ensure representative, wide-ranging and thought-provoking content. UNWTO Global Reports are presented, technical visits to showcase the host region offered, and interactive workshops given. Moreover, the conclusions of these events are available to the public online.

Talent development, capacity building and education are crucial components of the City Tourism Network. Initiatives include training, internship and scholarship programmes, as well as the development of knowledge management platforms and networks, in which the most up-to-date tools for fostering skilled workforce in specific industries of tourism can be exchanged and developed.

The main aim of talent development, capacity building and education in the context of the City Tourism Network is to bridge theory and practice with the empowerment of the current and future workforce by equipping them with the appropriate tools to contribute to the advancement of innovation in city tourism. The Network is an ideal forum to facilitate knowledge transfer and dissemination across all levels of the value chain.





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Background and progress of the UNWTO City Tourism Network

3.1 UNWTO Global Summit on City Tourism

The Global Summits on City Tourism are an established interdisciplinary platform to discuss new initiatives. Four editions have taken place thus far (Istanbul, Moscow, Barcelona and Marrakech).

- **1st UNWTO Global Summit on City Tourism**, “Catalyzing economic development and social progress”, (Istanbul, Turkey, 14–16 November 2012)

The event brought together the UNWTO Affiliate Members and other relevant stakeholders from the private and public sectors, academia and destinations to create a platform for dialogue on the current and potential challenges and opportunities for cities. It also allowed participants an overview of the relevant strategies for cities and to build synergies among all the stakeholders for a shared vision. Lastly, it established a set of general guidelines which, by including integrated and relevant content, can be used as a framework for action for cities around the world.

- **2nd UNWTO Global Summit on City Tourism**, “Innovative strategies for improving competitiveness and the development of new business models” (Moscow, Russia, 19–20 September 2013)

The Summit set the stage for the second phase of the “Cities” project initiated by UNWTO. The event included the presentation of a prototype developed in collaboration with the Madrid Visitors and Convention Bureau and the UNWTO Affiliate Members, “Madrid Precious Time”, as a first attempt to establish models which can be replicated in other destinations. One of the central elements of this approach is its public-private partnership component.

- **3rd UNWTO Global Summit on City Tourism**, “New Paradigms in City Tourism Development”, (Barcelona, Spain 10–11 December 2014)

The event covered the themes of city tourism patterns; positioning city tourism in the global marketplace: quantitative and qualitative approaches; sustainable development and effective management of competitive city destinations as complex and diverse systems of interrelated economic, social and environmental phenomena and networks; spatial organization and rejuvenation of “tourist cities”: quality for the local community, quality for the visitor; and the economic measurement of city tourism: indicators and recommended initiatives.

The event:

- Identified a detailed understanding of the new paradigms in city tourism through an interdisciplinary platform in order to set a shared vision on adapting to change; instruments for co-petition among city destinations;
 - Provided a global insight into the positioning of city tourism along with the new dynamics and trends in the overall marketplace;
 - Highlighted the mutual impact of tourism and urban development - especially the spatial, economic, geographical and social impact not only within the city itself but extending towards its hinterland;
 - Explored the ways of how innovation can stimulate new products, niche markets, upgraded quality and hence enhance competitiveness of cities;
 - Gave an overview of various strategic approaches to cope with sustainability issues, economic diversification, employment challenges, use of information technology; and
 - Illustrated methodologies and tools to develop indicators in order to measure the impact of tourism on cities.
- **4th UNWTO Global Summit on City Tourism, “Re-Inventing City Tourism”** (Marrakech, Morocco, 14–15 December 2015)

The objective of the event was to provide a comprehensive framework of the extrinsic and intrinsic changes in city tourism related to planning, governance and operational processes; to highlight the mutual impact of tourism and urban development at different scales of cities around the world; to explore the ways of maximizing the quality visitor experience while safeguarding and enhancing the quality of life for the local community by providing economic, social, cultural and environmental benefits.

Themes covered:

- City tourism patterns; positioning city tourism in the global marketplace: quantitative and qualitative approach;
 - Sustainable development and effective management of competitive city destinations as complex and diverse systems of interrelated economic, social and environmental phenomena and networks: “overall quality visitor experience”;
 - Spatial organization and rejuvenation of “tourist cities”: “accessible tourism for all” and “cultural heritage management”;
 - Connectivity and city tourism competitiveness; and
 - The impact of the meetings industry and mega events.
- **5th Global Summit on City Tourism, “Cities: Local Culture for Global Travellers”** (Luxor, Egypt, 1 - 2 November, 2016)

The event covered the themes of city tourism trends and discussed themes such as sustainable development, spatial organization and rejuvenation, innovation in city tourism, cross-cultural behaviour, and new business models or the so-called ‘sharing economy’.

Themes covered:

- Innovation in city tourism product;
- Cross-cultural behavior: visitor and the hosts, livable and lovable cities; and
- Adapting to new business models.

Background and progress of the UNWTO City Tourism Network

3.2 UNWTO Affiliate Members Programme Global Report on City Tourism

The Report is based on a wide-ranging study carried out by the UNWTO Affiliate Members Programme among 21 of the world's most-visited cities, providing insight into their urban tourism strategies and priorities. These 21 cities represent an international reference in urban tourism.

The process began in April 2011, at the initiative of UNWTO Affiliate Members Programme, under the name "CITIES 2012" with the idea of promoting debate and sharing different views on the current state and future prospects of city tourism in the world. The aim was to try to review, corroborate and update the position of the UNWTO on city tourism by working jointly with the actors involved and examining their best experiences.

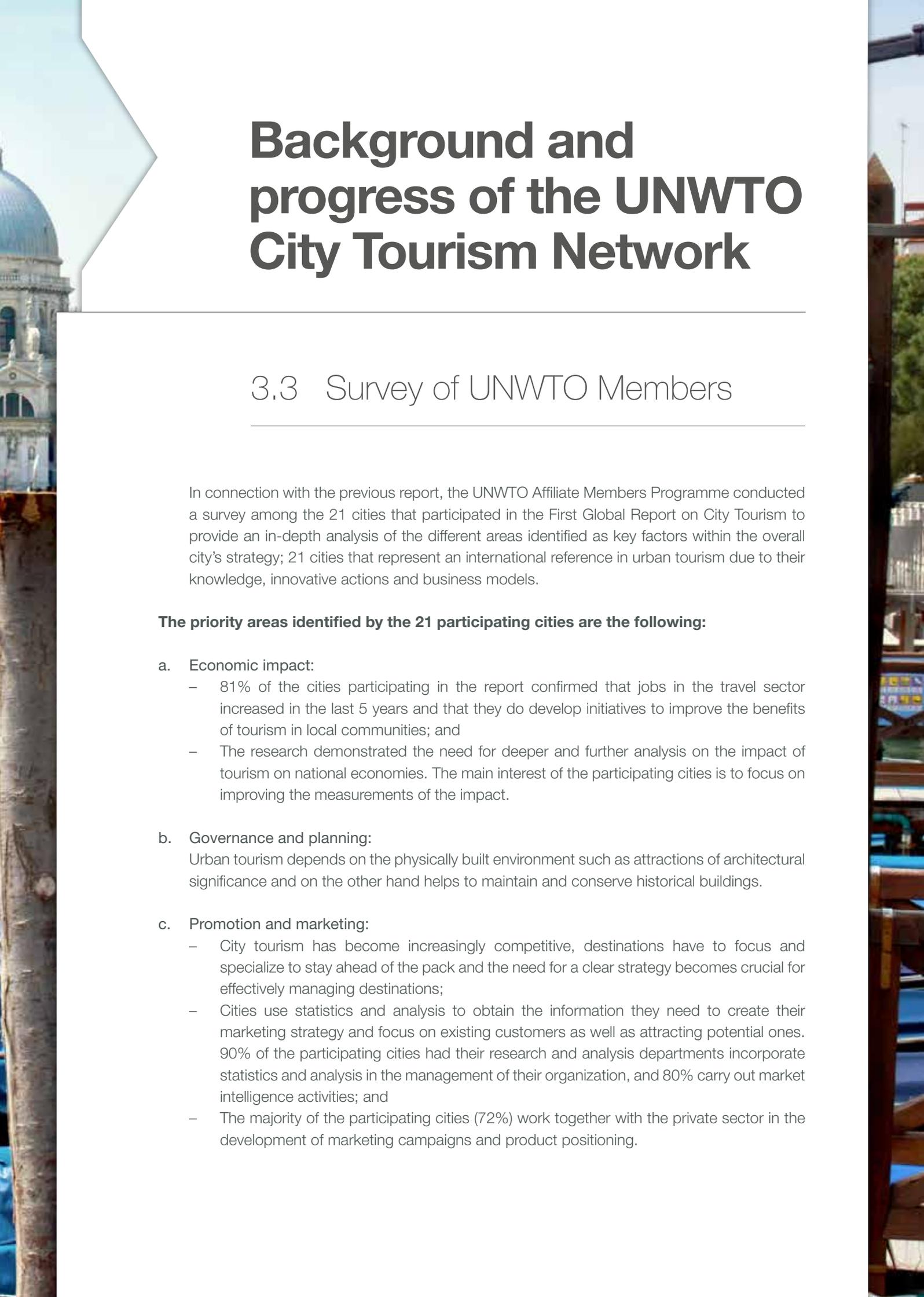
To this end, work was carried out internally on the preparation and drafting of the collaboration proposal to be submitted to the cities that ended up being selected. Next, the ranking of tourism cities worldwide and visitor arrivals recorded in the last three years were studied. This initial information was completed with supplementary sources (e.g., that offered by European Cities Marketing), and correction factors were introduced to try to get a representative sample of cities on five continents, regardless of whether or not they were Affiliate Members of the World Tourism Organization.

Main conclusions:

- Tourism is integrated in the wellbeing of people in the city, and is a matter of how well activities are designed so that the benefits produced by visitors remain in the city. Tourism activity is money brought into cities from the outside; it is net gain for the trade balance of the city.
- Tourism is a key resource for cities and local residents.
- The future development of cities will demand policies that take into account cities' economic, social and environmental stability while at the same time offering the best experience for visitors.

- Tourism will continue to be a vital component of the global economy, in particular for cities, bringing substantial economic benefits and playing an important role in terms of income and maintenance of urban infrastructure and public services.
- Tourism provides employment for millions of people in the world's cities. Employees play an important role in the visitor experience and thus have the potential to provide differentiation from competitors.
- Tourism connects people and promotes intercultural understanding.
- Tourism needs the diverse and flexible products a city can offer and cities need tourism to achieve their social and economic objectives.
- Urban tourism can trigger a more competitive approach in promoting destinations.
- Urban tourism can stimulate innovation.
- Urban tourism has the potential to implement and project a consistent brand image for the benefit of all the services and activities offered by cities and therefore provide significant revenue and added value to their residents as well.





Background and progress of the UNWTO City Tourism Network

3.3 Survey of UNWTO Members

In connection with the previous report, the UNWTO Affiliate Members Programme conducted a survey among the 21 cities that participated in the First Global Report on City Tourism to provide an in-depth analysis of the different areas identified as key factors within the overall city's strategy; 21 cities that represent an international reference in urban tourism due to their knowledge, innovative actions and business models.

The priority areas identified by the 21 participating cities are the following:

a. Economic impact:

- 81% of the cities participating in the report confirmed that jobs in the travel sector increased in the last 5 years and that they do develop initiatives to improve the benefits of tourism in local communities; and
- The research demonstrated the need for deeper and further analysis on the impact of tourism on national economies. The main interest of the participating cities is to focus on improving the measurements of the impact.

b. Governance and planning:

Urban tourism depends on the physically built environment such as attractions of architectural significance and on the other hand helps to maintain and conserve historical buildings.

c. Promotion and marketing:

- City tourism has become increasingly competitive, destinations have to focus and specialize to stay ahead of the pack and the need for a clear strategy becomes crucial for effectively managing destinations;
- Cities use statistics and analysis to obtain the information they need to create their marketing strategy and focus on existing customers as well as attracting potential ones. 90% of the participating cities had their research and analysis departments incorporate statistics and analysis in the management of their organization, and 80% carry out market intelligence activities; and
- The majority of the participating cities (72%) work together with the private sector in the development of marketing campaigns and product positioning.

d. Products:

- 81% of the participating cities claim to have an active strategy to attract mega-events and only two cities do not have a specific Convention Bureau as a tool to attract and manage the MICE segment;
- 86% of the surveyed cities develop initiatives to reinvent their products and remain attractive to visitors;
- Only 29% of the cities said that they were carrying out actions to manage the life cycle of products infrastructure; and
- Achieving a mix of tourism products that meet the tourist's requirements is the best approach to a successful tourism product development.

e. Human resources:

- Within the area of human resources, the participating cities mainly focus on two factors: "Capacity building for quality performance" and "tourism awareness of the local community"; and
- Only 52% of the surveyed cities confirmed having capacity building programmes for quality performance.

f. Responsible tourism: cultural and natural heritage:

- One of the issues brought to light by the survey of the cities is the almost generalized lack of involvement in the field of cultural or natural heritage by the local DMOs, despite the enormous tourist attraction factor of these resources; and
- 76% of the surveyed cities are aware of their duty to provide accessible tourism for all and carried out measures to facilitate the enjoyment of the tourism experience of all visitors without discrimination as part of their annual programmes of work.

g. Innovation:

- There was a notable interest among the cities surveyed (70%) in developing and promoting innovative products, however only 53% of the cities promote actions to encourage a competitive climate for innovation and less than half (47%) said they promoted the development of new business models;
- All cities surveyed use IT to create new tools that facilitate interaction with visitors and tourists; and
- Cities integrating new technologies in the overall product, marketing and communications strategies are more likely to reach customers and provide them with the right choice of products than those that are not.

h. Visitors experience:

- 90% of the cities that participated in our survey are highly interested in accurately evaluating the experience of their visitors and therefore evaluate the tourist experience through surveys and market research;
- The survey shows that for most visitors historical sites are the most attractive activities a city can offer; followed by new urban areas; and
- The key for the destination is to develop and present the range of products and services offered in such a way that the tourist is attracted to the destination but does not expect more than can be delivered.

Background and progress of the UNWTO City Tourism Network

3.4 Global benchmarking for City Tourism project

The project was initiated to define a common methodology to measure the impact of tourism on cities worldwide.

The objective of this approach is to establish indicators and references that can be used to benchmark cities against one another, which is vital in strategic decision-making. This is also meant to encourage the development of best practice standards.

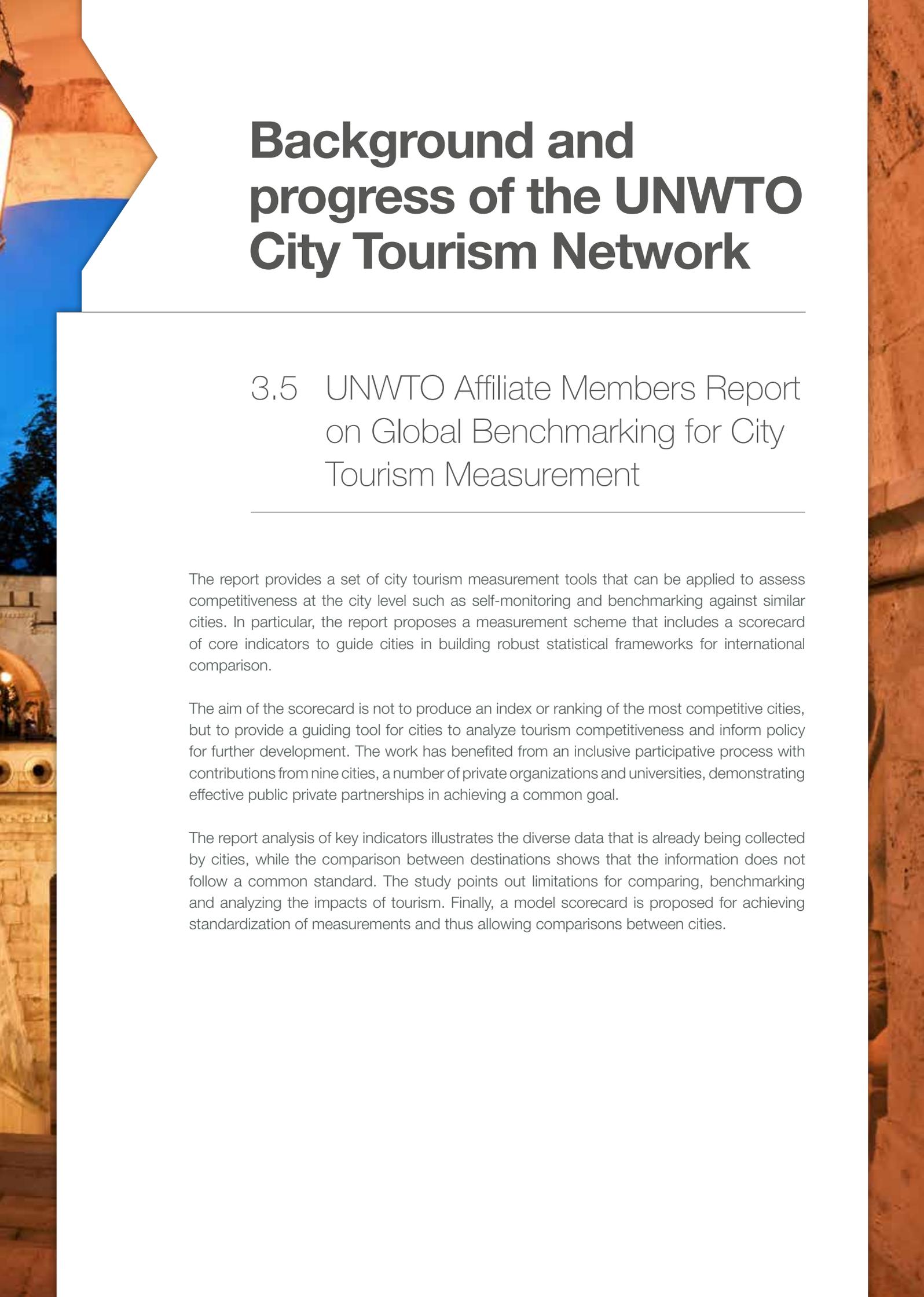
Following the model of collaboration between a university and a destination management organization, nine cities signed on with the goal of developing a set of indicators (scorecard) to assess the economic impact of tourism through the same criteria. Based on previous research, models and data gathered from these nine participating cities in which city tourism plays a major role: Barcelona, Bogota, Buenos Aires, Cape Town, Istanbul, Melbourne, Sao Paulo, Vienna and Vilnius, the indicators were established and measured.

The benchmarking project has been developed through the collaboration and technical support of the MODUL University (Vienna), European Cities Marketing and CiCtourGUNE successfully providing relevant, transferable and accurate indicators that can be used as a guide by any urban destination. And as part of the first in a series of many future UNWTO Affiliate Members Programme reports, this report provides instruments for policy-making, planning and management processes at destinations. The conclusions drawn can be applied broadly to public marketing, planning, and decision-making development, with the goal of ensuring the continuous growth of global tourism, sustainably, on terms congenial to residents, tourists, ethics and the environment.

The analysis of the available indicators for each of the nine cities illustrates the diverse data that has already been collected, while the comparison between destinations shows that the information does not follow a common standard. The study highlights limitations in comparing, benchmarking and conducting a comprehensive analysis of the tourism impacts.

Finally, a scalable and granular scorecard model is presented for achieving standardization of measurements and thus allowing comparisons between cities. The publication of the results and indicators of the *Global Benchmarking for City Tourism* report was presented at the 3rd Global Summit on City Tourism, in Barcelona, December 2014.





Background and progress of the UNWTO City Tourism Network

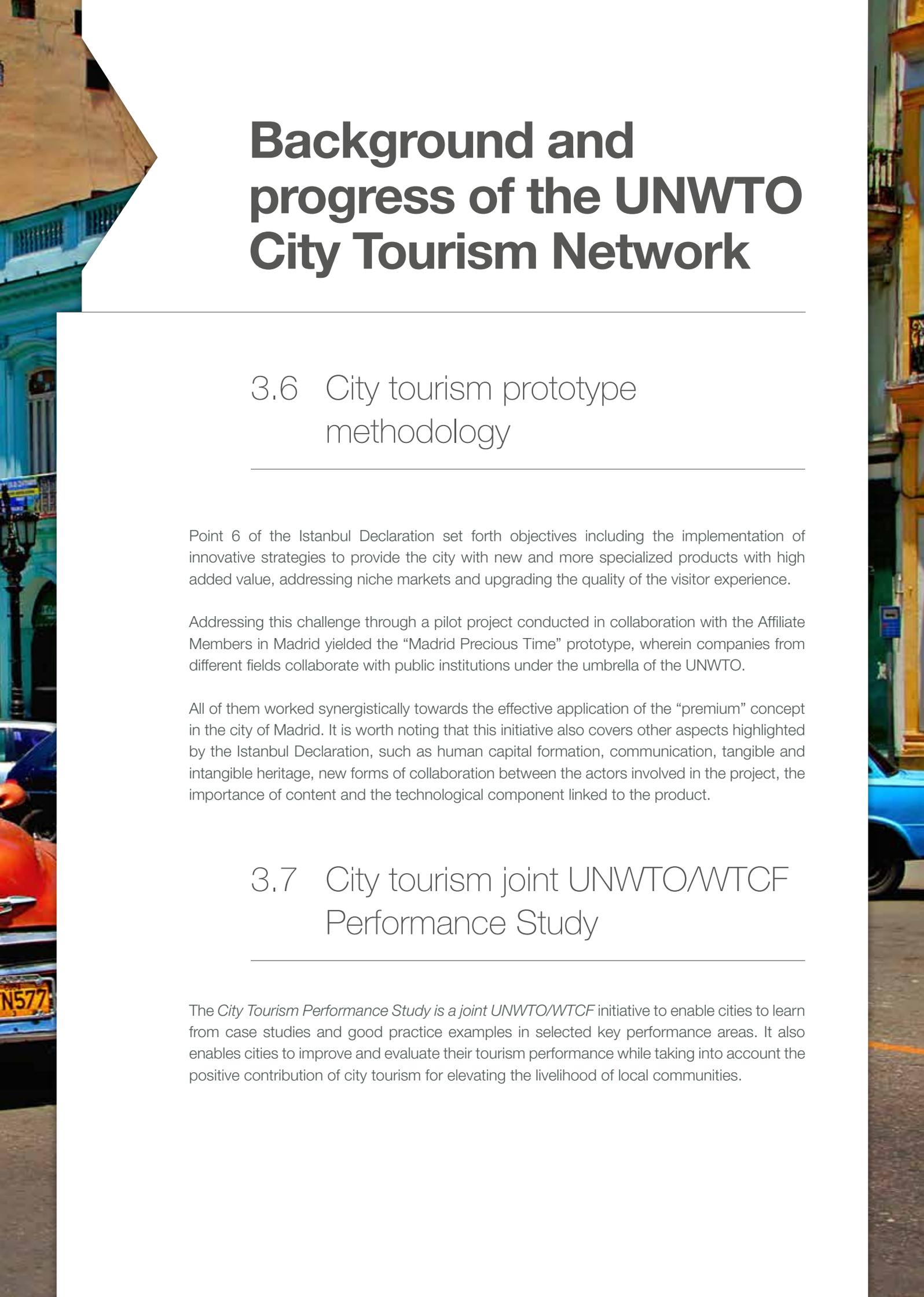
3.5 UNWTO Affiliate Members Report on Global Benchmarking for City Tourism Measurement

The report provides a set of city tourism measurement tools that can be applied to assess competitiveness at the city level such as self-monitoring and benchmarking against similar cities. In particular, the report proposes a measurement scheme that includes a scorecard of core indicators to guide cities in building robust statistical frameworks for international comparison.

The aim of the scorecard is not to produce an index or ranking of the most competitive cities, but to provide a guiding tool for cities to analyze tourism competitiveness and inform policy for further development. The work has benefited from an inclusive participative process with contributions from nine cities, a number of private organizations and universities, demonstrating effective public private partnerships in achieving a common goal.

The report analysis of key indicators illustrates the diverse data that is already being collected by cities, while the comparison between destinations shows that the information does not follow a common standard. The study points out limitations for comparing, benchmarking and analyzing the impacts of tourism. Finally, a model scorecard is proposed for achieving standardization of measurements and thus allowing comparisons between cities.





Background and progress of the UNWTO City Tourism Network

3.6 City tourism prototype methodology

Point 6 of the Istanbul Declaration set forth objectives including the implementation of innovative strategies to provide the city with new and more specialized products with high added value, addressing niche markets and upgrading the quality of the visitor experience.

Addressing this challenge through a pilot project conducted in collaboration with the Affiliate Members in Madrid yielded the “Madrid Precious Time” prototype, wherein companies from different fields collaborate with public institutions under the umbrella of the UNWTO.

All of them worked synergistically towards the effective application of the “premium” concept in the city of Madrid. It is worth noting that this initiative also covers other aspects highlighted by the Istanbul Declaration, such as human capital formation, communication, tangible and intangible heritage, new forms of collaboration between the actors involved in the project, the importance of content and the technological component linked to the product.

3.7 City tourism joint UNWTO/WTCF Performance Study

The *City Tourism Performance Study* is a joint UNWTO/WTCF initiative to enable cities to learn from case studies and good practice examples in selected key performance areas. It also enables cities to improve and evaluate their tourism performance while taking into account the positive contribution of city tourism for elevating the livelihood of local communities.





Background and progress of the UNWTO City Tourism Network

3.8 Mayors for Tourism Initiative

The Mayors for Tourism Initiative has the objective of acknowledging the important role of tourism as a driving force for economic growth and development so that it is explicitly included as a priority in the urban agenda at a global level.

In order to achieve this goal, participating mayors of world cities have been invited to share best practices in managing the challenges and opportunities that tourism might present to local administrations and to propose formulas to align their tourism related policies with those of national governments.

Meetings will be organized on an annual basis to provide opportunities for interaction and discussion of relevant city tourism-related topics in the framework of UNWTO events.

The Mayors for Tourism Initiative is open to any interested mayor from cities of any size and held its first meeting at the launch of the City Tourism Network on the occasion of the 5th Global Summit on City Tourism (Luxor, Egypt, 1–2 November 2016).





Action Plan for UNWTO City Tourism Network 2017

1. **UNWTO Global Conference on Smart Tourism Destinations**, (15–17 February, 2017, Murcia, Spain). This conference aims to address the concept of ‘Smart Tourism Destinations’, as laid out in the Istanbul Declaration on City Tourism. Smart cities are those urban destinations which make strategies and actions that include sustainable policies and innovative technological developments a priority. The conference will discuss the challenges, best practices and innovation involved in the creation of these Smart destinations and hear from leaders in the field.
2. Preparation of the **2nd Global Report on Global Benchmarking for City Tourism Measurement**: A second publication on key indicators is proposed for 2017, as well as the extension of the initiative to other interested cities during 2016.
3. **6th Global Summit on City Tourism** (date and venue tbc): This summit provides a platform for sharing current trends regarding urban and tourism development within cities worldwide among tourism stakeholders and other indirect beneficiaries of city tourism.
4. Application of the **City Tourism Prototype** in the interested destinations and development of the “Precious Time” Prototype in diverse touristic destinations.
 - a. There has been a request from Bogota by way of its Chamber of Commerce; and
 - b. There has been a request from our Affiliate Members, Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (SEBRAE).
5. Preparation of the **2nd Global Report on City Tourism** (call for case studies).
6. Launch of the **2nd Survey on City Tourism** among UNWTO Members.
7. Preparation of a **Handbook on Best Practices** in the development of city tourism.
8. Research on **smart destinations** and dissemination of the findings, in collaboration with Affiliate Member SEGITTUR.



UNWTO

Affiliate Members

Enhancing public-private sector collaboration
in tourism

The UNWTO Affiliate Members offer:

- A wide range of opportunities for public-private collaboration
- An international platform to interact with governments from all over the world
- A framework to connect interest groups
- An opportunity to be part of the UN work
- A space to generate innovative products

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World Tourism Organization (UNWTO)
A Specialized Agency of the United Nations



For questions or to join the UNWTO Affiliate Members Programme, please contact us at:
unwtoam@unwto.org
Participation is open to UNWTO Member States, Associate Members and Affiliate Members.



World Tourism Organization

Capitán Haya 42, 28020 Madrid, Spain
Tel: (34) 91 567 81 00 / Fax: (34) 91 571 37 33
www.unwto.org
unwtoam@unwto.org / <http://affiliatemembers.unwto.org>