GASTRONOMIC CITIES

FEASIBILITY STUDY – KORYDALLOS
Cities have a crucial role in the achievement of the Europe 2020 objectives. The urban complexity with different mixture and use of resources, service policies and knowledge gives the key to a higher social cohesion and to increase economic diversity. In this framework, gastronomy and gastronomic tourism can be engine with potential to mobilise other sectors and resources, to contribute to cities’ overall experience and its attractiveness. The project Gastronomic cities proposes innovative approach in developing gastronomic tourism in the cities addressing the following topics:

- Hospitality sector promoting entrepreneurship and SMEs development and employment as an engine for the city development.
- Tourism as a overall experience of the city and its life with multiplying effects on culture, commerce, urbanism, complementary services,...
- Strategic partnership arrangements to ensure a demand driven and integrated approach, improving Innovation and knowledge economy, following Lisbon Agenda principles.
- Gastronomy as an urban cluster of economic activities that contribute to growth, jobs and competitiveness.
- Framework for local raw material producers mainly primary sector to support the development of a strong and sustainable agricultural and food industry base able to compete globally.
- Gastronomy as a flagship for “Innovation union to improve framework conditions and access to finance for research and innovation so as to ensure that innovative ideas can be turned into products and services that create growth and jobs.
GASTRONOMIC CITIES:
CITY STRATEGY ON GASTRONOMY AS A TOOL FOR
TOURISM AND EMPLOYMENT DEVELOPMENT

FEASIBILITY STUDY - KORYDALLOS

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1. INTRODUCTION

Gastronomic cities feasibility study represents a step from Baseline study to Local action plan for each receiving city. It describes and evaluates the possibilities how Burgos gastronomic good practice could be transferred to each receiving city according to different available resources, conditions and organization that is available in receiving city. Feasibility study is done for each receiving city in the project: Fermo (IT), Alba Iulia (RO), Korydallos (GR) and L’Hospitalet (ES).

The study aims to give neutral and objective evaluation of transferability of Burgos gastronomic model that was developed during the preparation of Baseline study. Detailed description of Burgos good practice was elaborated for the first partners meeting in Burgos – Deep Dive when the partners met with Burgos good practice for the first time.

Preparation of feasibility study was done together with project partners. The author of baseline study – lead expert prepared an outline for preparation of feasibility and worked with project partners by electronic communication, exchange of documents and preparation of draft document.

2. METHODOLOGY OF FEASIBILITY STUDY

Preparation of feasibility study used several working documents. First, we used description templates from Baseline study that were proposed by Urbact pool expert giving thus standardized approach to giving city and 4 receiving cities.

Based on detailed description of Burgos good practice was prepared also in structured model with the following key segments:

- **Challenges** that each city addresses with the project.
- **Resources and mechanisms** available for project implementation.
- **Targets** set for the project duration and after its expiration taking into accounts challenges and available resources and mechanisms.
- **Results and Impacts** that will be achieved in the project duration and after its expiration.
- **Activities** that will be performed in project duration and after its expiration to achieve results and impacts/targets.

According to this structural model Burgos good practice was presented and each receiving city described their own position in each segment and compared it/mapped it with Burgos one. This was done in the 3rd month of project duration after Deep Dive peer review meeting in Burgos and reviewed and updated after the end of all visits of Burgos with peer review and 3 different staff exchange meetings.
when project partners could evaluate better their own position with requirements of transfer.

We used for preparation of feasibility study also working materials that participants of 3 staff exchange meetings in Burgos elaborated during their visits: scenario plays how to organize gastronomic, tourist, cultural event (Devora e Burgos), SWOT analysis of culinary potentials (Chefs) and SWOT analysis of food and agricultural resources (0 Kilometer).

Joint preparation of feasibility studies for 4 cities followed the following steps:

- Analysis of mapping charts of Burgos good practice model prepared for baseline study and the situation in receiving cities:
  - weather Burgos gastronomic good practice can meet/address all challenges that receiving city faces;
  - how much and what kind of resources receiving really has to use for efficient transfer of Burgos good practice;
  - make very clear targets, taking into account challenges, resources and mechanisms in each receiving city;
  - review very carefully expected results; differentiate results that can be achieved during the duration of this project and those results and impact achieved in reasonable time.
- Review, discussion and updating the situation in receiving city with new observations and findings during Deep Dive and staff exchange meetings in Burgos and use materials that each city’s representatives wrote after each visit.
- Revision mapping charts for each receiving city according to detailed analysis and consideration from previous step.
- Discussion about these new charts and conclusions with lead expert and lead project partner to coordinate and finalize them.
- Discussion about these new mapping charts and conclusions with ULSG in each receiving city.
- Writing shortly main findings of analysis, mapping with Burgos and conclusions that each city made after transfer meetings (deep dive and staff exchange) in Burgos.
- Clear description and justification how feasible it is, in which areas and to what extent to transfer efficiently Burgos gastronomic good practice to receiving city in reasonable time.
- On this basis LE will prepare final draft of feasibility study for each city.
- Feasibility study is the last step towards preparation of LAP – Local Action Plan for each receiving city.
3. BURGOS GASTRONOMIC TOURISM DEVELOPMENT MODEL - GOOD PRACTICE TO TRANSFER

Baseline study defined Burgos gastronomic tourism model as good practice of innovative contribution to urban development based on gastronomic tourism. It integrates reinvention of traditional gastronomy from provincial ingredients from agriculture, food production and wine, developing experience structured tourist product with gastronomy, culture, history and attractions and efficient marketing and communication.

Assessment of resources showed that Burgos has available all what is needed for gastronomic tourism in Burgos:

- Several hundreds of restaurants and bars, high qualified chefs, cooks, sommeliers, hoteliers, managers and 2 gastronomic schools.
- Generally known gastronomy of Burgos with high quality agricultural, food products and wines.
- 3 UNESCO monuments and attractions, new cultural and convention center and numerous city squares for organization of events.
- Basic development policies and Strategic Plan City of Burgos (APEBU) with more than 60 public and private members and 12 years of experience.
- An easy access by highway, by air and by train.

Burgos project set some clear, realistic and measurable-visible targets:

- To develop innovative & creative gastronomic sector that will contribute to the overall experience of citizens and visitors in combining culture, attractions and food with wine.
- To improve the image of Burgos, to put it on the map of Spain as the city where citizens enjoy living and visitors like to experience.
- To increase the number of visitors from Spain and abroad to generate more revenues, jobs, production etc.
During the project implementation there have been in Burgos many traditional, new and ad hoc events. Only in the CEG2013 year there have been more than 40 events with gastronomic, tourism and cultural content:

- forums about traditional gastronomy and agricultural products as raw material for gastronomy,
- educational gastronomic courses as well as forums, discussions and workshops,
- many food and wine tasting, food competitions, etc.,
- the longest “morcilla de Burgos” – black pudding registered as Guinness record being 187 meters long,
- Devora es Burgos, a tourism, gastronomic and cultural week visited by 7,700 people,
- CEG 2013 - Spanish capital of gastronomy in 2013 with national and international media coverage which contributed the most to recognition of Burgos food and wines, of Burgos city of experience in Spain,
- international wine tasting,
- participation on Spanish tourism and gastronomy fairs, exhibitions and competitions.

Besides a few big events national/international dimension many small events were organized that jointly contributed to the targets. These events gave the opportunity to expose small rural producers of food products, suppliers to restaurants, wine producers, chefs and gastronomic schools, hospitality sector, culture, convention business, the city itself and inhabitants. Project was well promoted and had very strong support by communication and PR.

Burgos project became in fact gastronomic movement in the city and province with new participants, new ideas, more energy and more expectations. Project became sustainable with follow-up activities, city networking nationally and internationally, development of new projects and extending marketing and promotion.

The city of Burgos considers that transfer of good practice based on gastronomy:
- Is easy to understand and to embrace by stakeholders.
- All territories have gastronomic elements, primary resources as well as professionals to develop and implement a joint tourism and gastronomy strategy; urban gastronomic tourism give multiplier effects on rural development in wider area.
- The relationship between tourism, gastronomy and culture is in the DNA of all territories and basis for experience tourism and economy.
- No need for big investments and new policies.
- Gastronomic tourism can be developed and can give results on the short – medium term.
- Visible results on short term help to achieve consensus among city stakeholders about major questions of strategic development and policy and contribute to governance improvement.
It is important to have in mind basic transfer conditions for efficient transfer of “Burgos Gastronomic Tourism development Model” to Fermo, Korydallos, Alba Iulia and L’Hospitalet:

- The need for clear vision and strategy with clear role of gastronomic tourism in the future development in receiving cities; gastronomic tourism should be explicitly stated as one of the pillars of city development
- Commitment of political/city leaders to support gastronomic tourism development
- Strong and influential professional associations of hoteliers, restaurateurs, cooks and sommeliers on the city or province/region level that should promote and implement innovations and entrepreneurship in gastronomic tourism
- Efficient organization – ULSG with all main and decisive stakeholders from public, private and civil sector to support development, management and implementation of transfer, to monitor the transfer and propose adoptions when needed
- Clear and efficient internal communication with citizens to involve them as co-creators of efficient gastronomic tourism of the city
- Clear targets and expected results which should be achieved by the transfer
- Sustainability of transferred project on longer period based on organization, financing and future activities.

Feasibility study gives the answer for each receiving city in Gastronomic cities project how and to what extent Burgos good practice can be efficiently transferred, adopted and implemented.

4. KORYDALLOS TRANSFER CAPACITY

Korydallos is located in the metropolitan area of Athens. The population of the city of Korydallos is 63,445 inhabitants, compared to nearly 4 million in the region. The city surface is 5.41 km2 of which 2.94 km2 constitutes the residential area. Demographic trends show rapid increase of older population and low birth-rate.

The city faces severe economic and social crisis with high unemployment. The tourism sector is very in Greek economy. It has been recognized as one of the five main sectors that can boost a new development of the country. However, Greece faces a deteriorating competitive position on traditional tourist markets. Significant increase of visitors from new markets is registered from Russia. Redefining and re-focusing of the strategy of Greek Tourism included 4 key priorities among them also emerging gastronomic tourism in Attica which can become a key priority action either in national or regional strategic documents.
Gastronomic sector is the second most important economic activity in Korydallos. Currently there is no hotel in the municipality. The number of restaurants (including cafes) in Korydallos is more than 300 and the number of sits are estimated around 10.000. Pireaus could be considered as key centre of gastronomy in the region from which also Korydallos can benefit. It attracts residents from neighbouring areas who visit Korydallos for leisure and gastronomy or for agro-food products on its local market.

Local policies to boost tourism are limited, as the Korydallos is not a typical tourist destination. Nevertheless, a key strategic goal of the city’s strategic plan is the development of its inner city-center with retail, catering and leisure activities that could attract visitors from all the neighbouring municipalities. At regional level, gastronomic tourism receives significant support because of its impact on employment growth.

4.1. Mapping Korydallos with Burgos good practice

Korydallos situation was compared with Burgos gastronomic tourism model with the same methodological tool as for all cities - mapping charts which are shown on the following pages. What can we summarize from these charts?
4.1.1. Korydallos Challenges

Challenges that Korydallos addresses in Gastronomic cities project are focused on:

- The need to improve economic situation due to severe crisis with high unemployment.
- The need to improve image of the city, cultural life and satisfaction of citizens.
- The need to increase the use of ICT.
- The need to achieve synergies with neighboring cities in metropolitan area of Athens.

It is obvious especially in the case of Korydallos that improvement of economic situation is the most important challenge where gastronomic tourism could contribute significantly as it brings rather fast results without big investment. They are aware of the problem of the image of the city (because of prison that is located in the city), not satisfying cultural life and level of living. They are also aware of limited resources but with networking of other cities in metropolitan area of Athens synergy and much better results could be achieved. The city is also aware of the importance of ICT and its contribution to city development.

4.1.2. Korydallos Resources

Resources and mechanisms available for project implementation in Korydallos are not typical as for tourist cities or destinations. The main advantage of Korydallos is the vicinity of Athens which gives the biggest attraction and at the same time also the biggest potential demand. Korydallos has these main Resources:

- Athens as tourist attraction and source of domestic and foreign demand.
- High quality of chefs, number of restaurants and known traditional gastronomy.
- Easy access to agriculture and food products, wine and other gastronomic inputs.

Main Guiding documents in Korydallos:


Organization as stakeholder platform:

- Greek Gastronomic Society in Korydallos
- Committee of consultations to the mayor
- In the region there are also other HORECA associations

Budget available:

- EU funding, PPP and in kind contribution of business

Vicinity of Athens gives Korydallos the most important advantage and represent the most important resource for all: high quality staff, inputs in supply chain and especially demand! In spite of the fact that there are HORECA associations in the
region, ULSG should be developed with all relevant stakeholders to represent PPP platform for gastronomic tourism.

4.1.3. Korydallos Targets

**Targets** are set clearly and are even more specific as to develop gastronomic urban tourism;
Korydallos could also set additional target: development of gastronomic movement in the city and integrate effort of HORECA sector to have bigger impact on decision making, policies, on distribution of resources and marketing/promotion of gastronomic tourism in Korydallos. This would help achieving other targets and impacts.

4.1.4. Korydallos Results and Impacts

**Results and Impacts** that are expected during the project duration and after that are set rather ambitious and they follow Burgos good practice. Korydallos expects:
- Improvement of the image of the city.
- Increase of innovative gastronomic offer, number of restaurants, , increase of jobs and revenue and increase of number of visitors.

Korydallos set also additional result – enhance trainings and education of gastronomy and culinary art among youngsters and adults.

It would be reasonable to discuss and divide short term and medium term targets and impacts of the project as project last only 15 months. Medium term results and impacts cannot be achieved in the project duration. Thus, we propose to include also short term results.
Therefore, we would include also short term results:
- to draft basic strategic gastronomy and tourism document apart of general strategy development document of the city,
- strengthen HORECA sector and cooperation among different stakeholders that could form ULSG,
- to continue with political commitment for gastronomic tourism development and to compete for new financial resources from national/regional budget and EU programmes
### Korydallos Gastronomic Tourism Development Model - 1 - Challenges & Resources

#### Burgos Challenges
- **Low Value Added Economy with Traditional Structure**
- **Economic and Social Crisis with Unemployment**
- **A Need to Develop Tourism Offering Complex Experiences**
- **A Need to Achieve the Synergy of Urban-Rural Development and Cooperation**
- **Lack of Image and Position in Spain**
- **A Need to Increase Satisfaction of Citizens and Change the City Atmosphere and Life**
- **A Need to Change the City Governance**
- **A Need to Use Efficiently City Infrastructure and Cultural and Congress Facilities**

#### Korydallos Challenges
- **Low Value Added Economy with Traditional Structure, Lack of Innovation**
- **Economic and Social Crisis with Dramatic Increase of Unemployment Especially in the Young Ages**
- **A Need to Achieve Synergies with Neighboring Cities of the Metropolitan Area**
- **Lack of Image and Position Both in Greece and in the Metropolitan Area of Athens, Reverse the Negative Image from the Presence of Prison**
- **A Need to Increase Satisfaction of Citizens and Change the City Atmosphere and Life**
- **A Need to Change the City Governance**
- **Very Limited Economic Resources**
- **Need of Enhancement of ICT Penetration**
- **Need for a Culture Change in Local Community**

#### Burgos Resources & Mechanisms
- **Guiding Documents:**
  - Burgos 2020 Strategic Plan
  - Marketing Plan of City Burgos with Communication Plan
  - Burgos Culture Strategy
  - CEG2013 Application Document
  - European Capital of Culture 2016 Application Document

#### Korydallos Resources & Mechanisms
- **Resources:**
  - High Qualified, Skilled Chefs, Sommeliers, Hoteliers, Managers
  - 2 Gastronomic Schools
  - Known Gastronomy
  - Many Restaurants and Bars
  - 3 UNESCO Monuments and Other Attractions
  - Congress & Meeting Center and City Squares
  - High Quality Agricultural & Food Products
  - High Quality Wines

#### Budgets
- **Burgos:** 400,000 EUR Public Budget
  - In Kind Contribution of Businesses
  - Volunteering
- **Korydallos:**
  - European Structural Funds
  - 995
  - In Kind Contribution of Businesses
  - Volunteering

#### Organizational Structure
- **Guiding Documents:**
  - Korydallos Strategic Plan 2014-2015

#### Policies
- **Synergy of Existing Policies**
# Korydallos Gastronomic Tourism Development Model – 3 - Activites

## Korydallos Planned Activities
- **Products:**
  - Typical and New Agri & Food Products
  - Traditional and New Dishes & Menues
- **Traditional Events:**
  - Food & Wine Tasting
  - White Gastro Night
  - Cultural Events
- **National Events:**
  - International Tastes From Citizens of the City From Other Countries
- **Competitions:**
  - Competitions Among Cooks
  - Cook of the Year
- **Education & Training:**
  - Culinary Courses
  - Urban Cuisine Forum
- **Marketing & Promotion:**
  - Gastro Fairs
  - National Media
  - Internal Communication

## Burgos Activities
- **Products:**
  - Typical and New Agri & Food Products
  - Traditional and New Dishes & Menues
  - Food & Wine Tours
  - Culture & Gastronomic Sightseeing and Tasting
- **Traditional Events:**
  - Food & Wine Tasting
  - Fairs & Exhibitions
  - White Gastro Night
  - Cultural Events – CIV, etc.
- **International & National Events:**
  - Devora Es Burgos
  - International Wine Tasting
  - CIG2013: Spanish Capital of Gastronomy
- **Competitions:**
  - Many Competitions Among Cooks
  - Spain Cook of the Year
  - Burgos Morcilla - Black Pudding Guinness Record
- **Education & Training:**
  - Culinary Courses
  - Rural Cuisine Forum
  - Food Production
- **Marketing & Promotion:**
  - Tourism & Gastro Fairs
  - National & Intl Media
  - Internal Communication
4.1.5. Korydallos Activities

Activities that Korydallos plan are similar to those in Burgos and grouped into several segments. These activities should be divided also on short term and medium term plan as during project implementation time and resources are limited to perform all of them.

Korydallos set one result that should be accompanied by relevant activities – education and training. We also proposed additional target and some results so we propose to develop and perform several additional activities that will support those additional results. These activities are mainly related to:

- Outline separate strategic guidelines for gastronomic tourism development.
- ULSG with different stakeholders development and strengthening as well as to empower HORECA associations.
- Perform training courses for gastronomy and culinary art.

4.2. Lessons learnt from Burgos good practice peer review and staff exchange visits to Burgos

Korydallos like all other project partners and their delegations visited Burgos for peer review – Deep Dive and 3 staff exchange meetings: Devora es Burgos – gastronomic, tourism and cultural event; chefs exchange meeting with chefs, culinary schools and restaurants and 0 kilometer meeting with wine, food and agriculture products producers that support gastronomic offer of Burgos. This was opportunity to learn more in details Burgos good practice and to map it with situation in their own cities and to evaluate possibilities for efficient transfer of this good practice to their cities. These visits enabled PPs also to foresee what need to be adapted for transfer of Burgos good practice to their cities.

Korydallos has some significant strong points in their situation as compared to Burgos good practice. First, it is the vicinity of Athens which represents generator of demand of inhabitants and international visitors for gastronomic tourism products in Korydallos. Port of Piraeus is another important source of demand. Then, we can say that Greek food is internationally well known and appreciated. And finally, we can conclude that Athens and Attica region is important as a source of HR and especially chefs, of agricultural and food inputs for gastronomy and HORECA associations that can develop gastronomic tourism movement not only in Korydallos but also in similar satellite cities around Athens and in Attica region.

Korydallos has sufficient restaurants and bars and cultural events that events like Devora could be organized and become traditional. Their strategic orientation is to combine gastronomy with culture to develop cultural gastronomic tourism offer and image. They are aware that efficient development of such event requires certain time as well as financial resources which are in the time of crisis scare. To develop
Devora in Korydallos important role should play travel agencies with promotion and marketing.

There is a certain challenge of Korydallos to attract citizens to be active players in gastronomic tourism development and consumers of gastronomic products. In this respect, we can add to project targets and expected results also this fact. Korydallos team is also aware that focused strategic approach is needed for gastronomic tourism development including clear vision and strategy for Devora development and very active role of ULSG. Involvement of citizens in gastronomic tourism is important also from the point of view of their socialization and communication that would have positive affect in the times of crisis.

When we stated that Greek gastronomy is widely known it is not only because of agricultural products but also because of chefs and culinary schools which are important also for the case of Korydallos. Chefs and HORECA should be the leaders of realistic optimism and development which would raise trust in cooperation, new initiatives, public private partnership and proactive role of administration and public sector generally.

Important aspect of success of project is constant improvement of knowledge with education, trainings, good practices exchange and visits of known personalities in gastronomy together with sharing their knowledge and experiences.

As Korydallos does not have rural neighbourhood 0 kilometer cannot be applied without big adaptations which could lead to specialization of supplies, gastronomic use and open market of some specific agricultural and food products, sea products and wine. This could also be a way how to establish cooperation of chefs, restaurants and suppliers of these goods – gastronomic inputs which could also contribute to develop specific recognized image of cultural gastronomic tourism in Korydallos.

We can see that Korydallos needs to adopt transfer of Burgos good practice, include these findings in LAP – Local Action Plan and perform activities that will lead to expected results.

5. CONCLUSIONS

Comparing success factors of Burgos project and conditions for efficient transfer with situation in Korydallos we can summarize and conclude:
- There is no specific strategic document with gastronomy and tourism linked with culture as one of pillars of city economic and social development.
- There is weak political commitment and support to gastronomic tourism development with general mistrust of business and inhabitants to municipality administration and public sector generally.
There is a room and need to improve cooperation of HORECA stakeholders. There is no formal organization like ULSG that would be focused on cultural gastronomic tourism development and establishment of positive political, economic and social environment for its development. Internal communication is weak and with Gastronomic cities project at the beginning. Targets and expected results are clear but some targets and short term results should be added. There is possibility to attain sustainability of project due to well known Greek gastronomy, potentially big demand and clearly profiled strategic project for cultural gastronomic tourism development that could get support also by EU funding.

Feasibility analysis shows that for preparation of LAP – Local Action plan additional targets, results and activities need to be included:

TARGETS:
- Development of gastronomic movement
- Increase of socialization of citizens

RESULTS:
- to draft outlines for strategic cultural, gastronomic and tourism document,
- strengthen HORECA sector, cooperation and form strong ULSG,
- specialization of Korydallos gastronomy based on specific inputs and knowledge with experiences

ACTIVITIES:
- Outline of advantageous and benefits and strategic development of cultural gastronomic tourism.
- HORECA networking, emphasizing the role of Chefs,
- Education, trainings, good practice exchanges and well known chefs visits
- ULSG development and strengthening
- Involvement of citizens in cultural gastronomic tourism development
- Networking with other municipalities in broader Athens area and
- Internal communication with project target groups.

Project team of Korydallos is aware of situation, strengths, weaknesses, opportunities and threats of Burgos good practice transfer and project implementation with necessary adoptions. The team has knowledge, is cooperative and open for comments, suggestions and proposals. International project partnership can only strengthen their position, work and achievements.
BURGOS – LEAD PARTNER

Burgos is situated in the north-central part of Spain with a population of 180,000 inhabitants. It is only 2 hours and 30 minutes from Madrid Airport (Barajas). The legacy of Burgos in the history of mankind has no limits. There are few cities that meet three listed World Heritage Sites: The Cathedral of Burgos, the Santiago Pilgrims’ Way and the Atapuerca Site. Very near the symbol of the city, the Cathedral, stands the Human Evolution Complex formed by the Museum of Human Evolution, the National Research Centre and the Convention Centre, designed by the prestigious architect Navarro Baldeweg.

Burgos had the honor of being the Spanish Capital of Gastronomy in 2013. The city was awarded Science and Innovation city in Spain 2012 and one of the candidate cities to become European Capital of Culture 2016. The enviable geographic location of the city and its new infrastructure make it a business hub of the highest level of excellence. The two Industrial Estates in Burgos are home to approximately 1,500 companies and their transport connections are unbeatable.

FERMO

City of Fermo, the provincial capital with 38,284 inhabitants is located in Marche Region in the center of Italy at an altitude of 319 m a.s.l., few kilometers far from the Adriatic Sea. Fermo, once a Roman Colony, has always been the most important center of the district for its abundant history, for the presence of historical-artistic evidence, for the industrial activities (shoes, hats, fashion), agrofood production and for the tourist and cultural initiatives. The territory is the result of a great synthesis of sea and hills and goes from ample beaches to amazing historical city center in a panoramic position over the Adriatic.

www.comune.fermo.it

KORYDALLOS

The city of Korydallos is located at the southern part of Greece, at the southwest of Attica region as one of main urban suburb of the metropolitan area of Athens. Its population is estimated at 63,445 inhabitants. The administrative limits of the city are 5.41 km², of which 2.94 km² constitute the residential area which is organized into 10 Planning Units that are heterogeneous both in size and population. An important element in local economic activity is services. Commerce, restaurants and café present particularly dynamism being the main economic activity within the limits of the city.

ALBA IULIA

Alba-Iulia is a medium-sized Romanian city with 63,000 inhabitants situated in the heart of the historical region Transylvania. The long history of the city has left Alba Iulia with rich historical heritage. An important tourist attraction is the Alba Carolina Citadel built between 1714 and 1739 with walls 12 kilometers long.

In 2012 Alba Iulia received from the European Commission the title of European Destination of Excellence, for the conservation and rehabilitation works made on the local historical and cultural heritage. Tourism is one of the most relevant sector aimed for the development local economy. The city maintains also a range of traditional industries - a predominant porcelain industry, and other activities related to food processing, textile manufacturing or metal working, etc. According to the World Bank and the Moody’s Rating Agency, Alba Iulia Municipality is a city with a strong institutional capacity for planning urban development and attracting financing resources for urban policies and projects.
L’ HOSPITALET

L’Hospitalet de Llobregat is located in the coastal plain, between Baix Llobregat, industrial zone, and the city of Barcelona. It is a Mediterranean city. Traditionally, L’Hospitalet was an agricultural town. In the early twentieth century, the city experienced a huge industrial development and a spectacular growth. L’Hospitalet became the second most populous city of Catalonia, after Barcelona, with nearly 260,000 inhabitants.

In the late nineties, l’Hospitalet began its second major transformation to become a modern town and an attractive city to develop new economic activities. With its fantastic geographic location, allows easy access to the airport, and the sea-port at the “Zona Franca” in Barcelona (logistic activities zone). The "Fira" conference congress facility attracts a huge amount of businesses and visitors. L’Hospitalet is focusing on higher education and keeps a close collaboration between the city and the University of Barcelona. The characteristic spirit of the city make the citizens: 47.3% are born in Catalonia, 25.3% from other Spanish regions and 27.4% were born abroad. HORECA sector (Hotel, Restaurant and Cafeteria) is nowadays, one of strategic sectors for future city development which is also now one of the most vivid economic sectors.

LEAD EXPERT – Mr. JANEZ SIRŠE

Mr. Janez Sirše has a long career in administration, education and business development. He has rich experience in research, development and consulting for public and private sector. He was also director of Center for Tourist Promotion, Ministry of Tourism of independent Slovenia and latest secretary general of Government Council for Tourism. In 1993, Mr. Sirše founded National Tourist Association and together with leading Slovenian tourism companies in 1998 International Tourism Institute. Since 2013 he has been also lecturing at the University of Ljubljana - Faculty of Economics in Ljubljana and the Faculty for Commercial and Business Sciences in Celje. With his knowledge, experience and managerial skills Mr Sirše has been working for last 15 years in international projects as team leader and expert in tourism, culture and social integration. He prepared and implemented many strategic development and policy documents, administrative, marketing and business organization structures, marketing plans and innovative programmes and products on national, regional and local level. He is frequent speaker and moderator on international conferences, forums and meetings. Mr Sirše is experienced in working in multicultural and multilingual teams and has been working mainly in European Union, South-East Europe and Caucasus.

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URBACT is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants.

www.urbact.eu/project