

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

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September 2022

Coastal Towns Association: Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

Coastal Towns are 7 Italian municipalities representing the most important tourist destinations in the Abruzzo Region. Despite of its attractiveness, the area shows weaknesses, such as high seasonality of tourism industry, mobility issues and lack of data-driven policies, threatening long term sustainability.

Coastal Towns promoted an association on a voluntary basis to become a single and sustainable tourism destination, well recognised at national and international level. By 2030, the brand eCosta will identify the territory as an area leveraging on digitalisation and green to develop new tourism experiences and integrated mobility services.

With the support of ICC, 3 main solutions have been defined: sustainable and inclusive tourism model, sustainable mobility, eCosta digital platform. Many initiatives planned within the identified solutions are not still in place due to the following issues: delays in decision-making, administrative elections rounds, funding and budget allocations. So, priority has been given to a series of flagship initiatives: brand “eCosta” and destination marketing plan, eCosta Intelligent parking system, eCosta Digital Experience-Tourism platform.

A certain number of positive results can be reported by Coastal Towns: developing of a common vision, definition of cooperation model, design of integrated actions, recognition of Coastal Towns at regional level.

In the next future Coastal Towns are committed to: prolongate the cooperation agreement, adopt a common strategy for sustainable urban development, assign human resources, allocate dedicated funds, establish a participatory mechanism.

Mayor Foreword

Andrea Scordella – Mayor of Silvi (Costal Towns Lead Municipality)

ICC offered to us invaluable moments of exchange of experiences and sharing of knowledge.

During these last two years we paved the way to characterize our coastal area as a unique tourist destination, recognized for its orientation to sustainability and digital.

Sustainable mobility should be one of the key issues in our agenda for a common local green deal.

I confirm my personal commitment in pursuing a participatory approach to sustainable urban development. In this view, is crucial to approve a common legal framework for Tourist Tax to ensure adequate and stable resources to transform our goals in concrete results.



Mayor Foreword

Massimo Vagnoni – Mayor of Martinsicuro

Thanks to the ICC journey, we had the opportunity to reflect on our strengths and weaknesses and promote a new approach to the design of our territories.

The partnership we have developed will help us to better apply to EU funding programmes or at national/regional level to the ESIF.

We want to rethink coastal towns as a functional area, in which design and implementation of new digital services and green infrastructures move in a homogeneous manner, while respecting the peculiarities of each single municipality.



Mayor Foreword

Antonietta Casciotti – Mayor of Alba Adriatica

Three years ago, our seven local municipalities came together in hopes of creating a shared vision for the future.

ICC offered to us the chance to collaborate, advance shared priorities, and discern needed solutions for shared challenges.

The objective of our eCosta shared vision statement is to communicate a strong purpose and motivate people to work together, despite their differences and external obstacles, and focus on accomplishing common goals related to European Green Deal.

Now, I think we have a clear guide to inspire the community for future courses of action.



Mayor Foreword

Domenico Piccioni – Mayor of Tortoreto

Tools and coaching offered by ICC are very helpful in supporting our municipalities.

We have now better awareness and understanding of the process to be put in place if we want to become green, socially responsible and intelligent cities.

In the next future, we have to focus on people (public servants, citizens, tourists, entrepreneurs) by offering training and information services, encouraging participation and involving them in decision-making process.



Mayor Foreword

Jwan Costantini – Mayor of Giulianova

The cooperation with other EU cities has created knowledge sharing opportunities, with particular regard for solutions able to attract new tourists and engage citizens.

I have particularly appreciated the “access to finance” service, considering the city capacity to leverage external funding sources as a key success factor for our eCosta project.

Our municipality is now delivering a “Europe information service” through a dedicated office to support local community in securing different sources of funding. I wish to foster this service by joint initiatives within our coastal network.



Mayor Foreword

Mario Nugnes – Mayor of Roseto degli Abruzzi

I have been in office as a mayor since October 2021. Consequently, I missed part of the journey, with strategies and solutions already elaborated and approved.

However, I have appreciated the support offered by ICC for the digital and green transformation of our territories.

I have confirmed to my colleagues the willingness to continue our cooperation in the future. The integration of public services and better information on the main challenges for coastal towns should be at the centre of our actions.



Mayor Foreword

Robert Verrocchio – Mayor of Pineto

By entering the ICC network, we accepted to cooperate at local and EU level for sustainable tourism, using digital and green as key drivers.

Now, I think it's time to work for a new generation of tourism destinations, changing our strategic mindset. In other words, although sustainability will remain a key issue, our coastal towns will need to look beyond it, through a more comprehensive understanding of developing trends, including the need for tourists and residents alike to switch off from digital media and perform regular digital detox routines to boost their mental health and resilience.

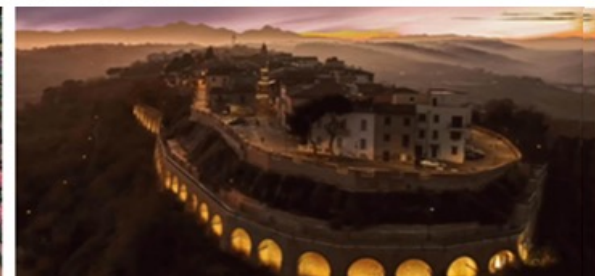
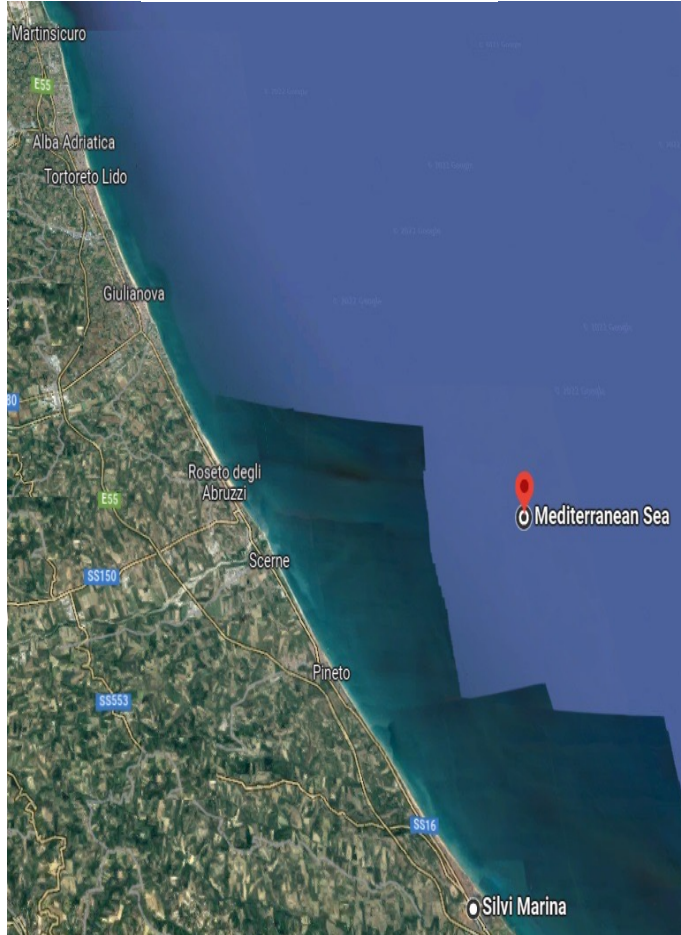
So, I hope ICC will help to delivering some of these post-smart urban destination thinking. In this view, big data analytics and slow tourism initiatives may be part of the solution for these needs.





COASTAL TOWNS ASSOCIATION

Martinsicuro, Alba Adriatica, Tortoreto, Giulianova, Roseto degli Abruzzi, Pineto, Silvi



City basic indicators

- Population: 119,413 inhabitants
- Surface: 187.24 square kilometres
- Population density: 637.75 (EU27 109)
- Employment rate: 63.9
- Excellent bathing water (%): 82.22 (EU 84.78)
- Internet speed at tourism destinations: 43.3 (EU 75.4)
- Tourism intensity (number of nights spent at tourist accommodations/ resident population): 6.74 (EU 3.18)
- Tourism diversity: 0.45 (EU 0.92)
- Nights spent: 2.05 millions
- Tourism capacity (total number of beds): 44.74k
- Tourism density (number of nights spent over a year in a tourist destination per square kilometre of land): 1.05k
- Share of foreign tourism: 6.11 (EU 29.01)
- Presence of Blue flag awarded sites: 7
- Protected areas: 3 (1 Marine protected areas)

Sources: EU Tourism Dashboard, Abruzzo Region

Coastal Towns Association pursued an EU-supported transformation over four main stages, and this document details that journey by these sections



1 Preparation & assessment

5 months:
September 2020 – January 2021



2 Ambition & roadmap

3 months:
February 2021 – April 2021



3 Implementation

15 months
May 2021 – July 2022



4 Review & way forward

2 months
August 2022 – September 2022

Summary

- Preparatory activities in presence with experts and relevant stakeholders (information meeting about ICC, thematic round tables)
- Need assessment (questionnaires, workshops)
- Identification of vision, ambition statements and solutions through dedicated meetings (online/offline) with experts, public officials and servants, public and private partners
- Selection of pilot initiatives to be implemented within each shared solutions
- Definition of logic of interventions, activity plans, budget
- Preparation of terms of reference and technical feasibility studies
- Discussion and approval of rules and internal procedures for a better coordination and implementation
- Launch of tenders
- Selection of service providers
- Starting of implementation activities
- Review & way forward postponed to Q1 2023

Section

1

Coastal Towns Association: Preparation and assessment

ICC transformation

September 2020 to January
2021


Introduction


“Coastal Towns” is a network of 7 coastal municipalities in the Province of Teramo (120k inhabitants, Abruzzo region - Italy) which intends to begin the transition towards an intelligent tourism economy by developing an integrated approach able to elaborate and implement a common strategy based on digitalisation and ecosustainability. A significant shift from fragmentation - of actors, policies, actions, services - to integration is needed in order to improve competitiveness and adapt the area to the new post COVID-19 situation. Considering the high potential for sustainable tourism beyond the traditional model “sea, sand and sun”, the commitment of mayors and the interest showed by local actors, ICC offers the opportunity to develop a new tourism model characterized by extensive digitalisation of services, exploitation of tangible and intangible territorial assets, environmentally friendly approach, attention on health and safety for the complete satisfaction of residents and tourists. "eCosta" is the brand that will be used to identify the more digitalised, ecological and inclusive district in central Italy. ICC activities are aligned and coherent with the local actions showed below.


PROJECT	DESCRIPTION	STATUS	RELEVANCE FOR ICC (1 - low, 5 - very high)
MOVETE	Initiative for sustainable mobility to and from home/school/work, which provides for the implementation of 11 bike storage facilities, training of mobility managers, the trial of pedibus routes and supplying transport vouchers to students and workers who use bikes.	On going	Sustainable and inclusive tourism model: 3 New services for sustainable mobility: 5 Digitalisation: 5
BIKE TO COAST	150 km long cycle path.	On going	Sustainable and inclusive tourism model: 5 New services for sustainable mobility: 5
WIFI TO COAST	Promoting free access to Wi-Fi connectivity for citizens and tourists in public space.	Completed - Need for restoration works	Digitalisation: 4
COASTAL TOWNS STRATEGIC PLAN	Planning process led by the Province of Teramo aiming at improving accessibility, updating the landscape, reinforcing urban competition and creating new experiences for tourists.	Activities to be started	Sustainable and inclusive tourism model: 4 New services for sustainable mobility: 4
LIFE + A_GreeNet	Urban reforestation measures of adaptation to climate change	On going	Sustainable and inclusive tourism model: 3 Digitalisation: 3

City needs: State of the city overview

Significance of insight to what we want to do on the ICC

 Of critical importance to ICC journey and we should be working to change

 Of importance to ICC journey, and we should act to change this along the journey as opportunity presents

 Contextually relevant, but not major point of attention in ICC and unlikely to be impacted on the journey

The state of Coastal Towns today

The COVID-19 outbreak has generated unprecedented crisis in the tourism sector, impacting strongly on the area, which is highly specialized and very dependent on coastal/summer tourism.

There is a need for facilitating the tourism recovery process, through funding opportunities, activating networks, platforms and structures for a peer-to-peer exchange on good practice and lessons learnt and for clustering and jointly addressing local needs. The Coastal Towns will need to promote new alternative tourism models to stimulate a sustainable growth in the territory and create, at the same time, new employment opportunities.

Key insights from city performance analysis

Higher performance observed

1 Attractiveness of the area and high potential for sustainable tourism (ecotourism, cultural tourism, outdoor,...)

2 Commitment of mayors and elected representatives.

3 Lively and dynamic SMEs

Lower performance observed

1 High seasonality of tourism industry, lack of diversification

2 Unsustainable mobility (congested city by excess use of private cars, absence of an integrated transport system - public/private, multimodal)

3 Lack of data-driven policies and solutions

City Ecosystem

In the first phase the Coastal Towns Association involved in the process these cluster of stakeholders: **other local administrations, trade associations, innovation actors, tourism organisations, mobility & transport organisations, citizens associations** (see next slide).

High interest and support emerged for a **new approach to tourism** (destination development and management, varied and customized experience products) and **sustainable mobility** (smart mobility services).

The limited development of public-private partnerships and the fragmentation of services across the towns are seen as weaknesses.

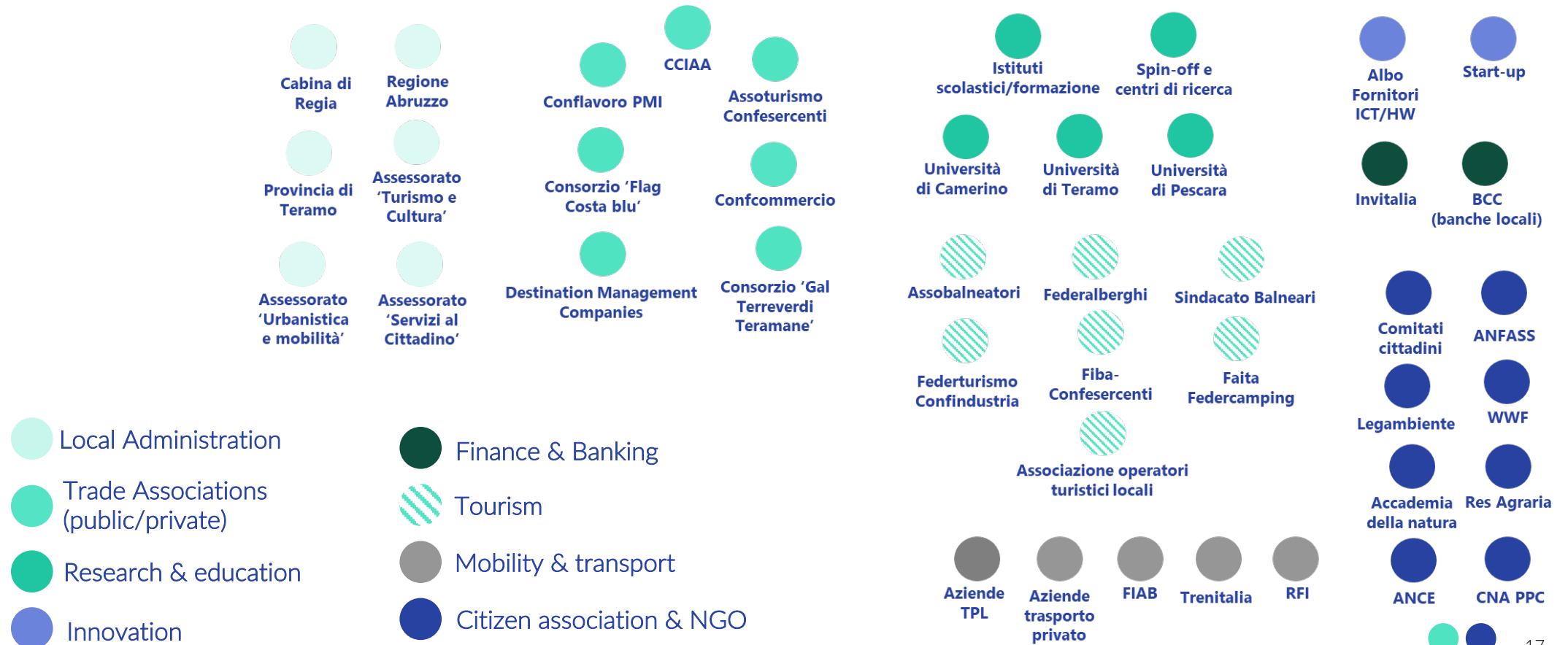
❑ Insights and reflections

- Opinion leaders and experts suggest to improve coordination among the 7 municipalities, encouraging the stakeholders to develop a clear common vision and a long term strategy based on: innovation, exploitation of data, identification of sustainable models allowing engagement and participation.
- Reported difficulties in developing long-term city vision: mayors have short terms in office; urban planning remains a predominantly short-term and medium-term activity; cities look predominately at the problems right in front of them, because of politics or people's demands.
- The development of a local entrepreneurial ecosystem is necessary in order to attract talents and startups and there is a need for delivering useful research, so that different actors can be enabled to work together in improving sustainable urban development.
- The exploitation of digitalisation, sustainability and innovation culture is a major challenge to be faced.
- An appropriate storytelling about previously experiences of cooperation and funded successful projects would be helpful in creating consensus and support.

City Ecosystem - overview

This picture shows the overall ecosystem of stakeholders that Costal Towns Association would like to involve during ICC journey.

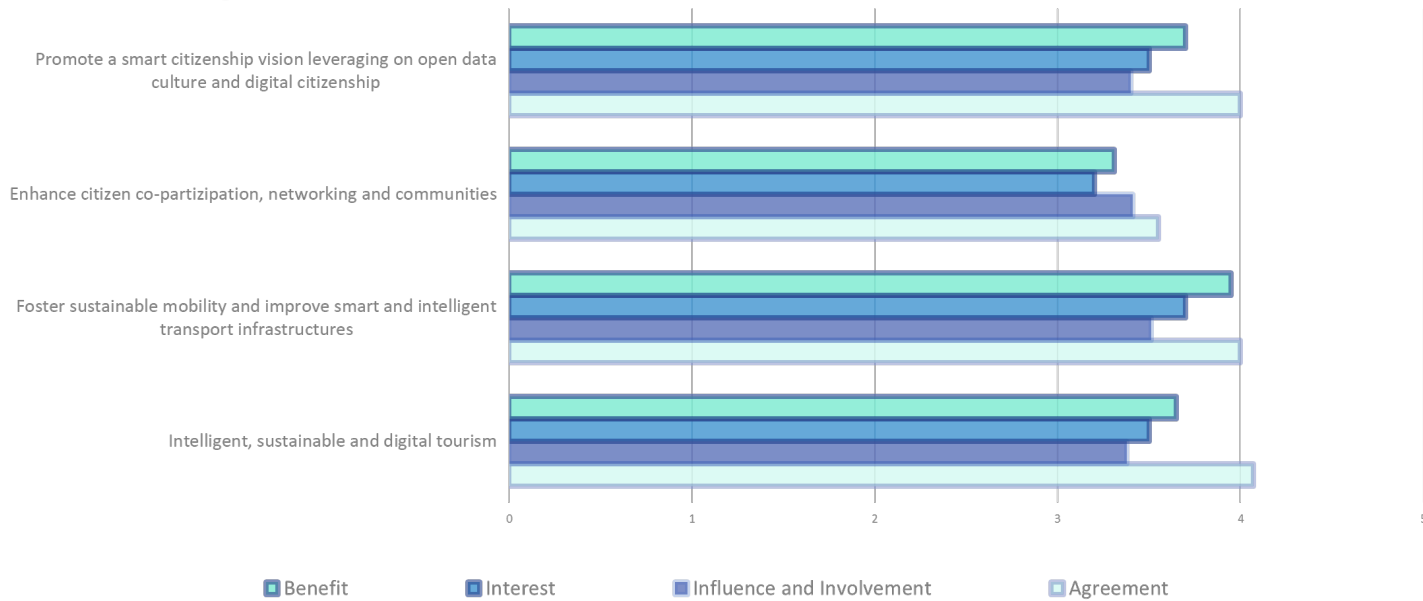
In the Preparation & Assessment phase the territory tried to involve the greatest number of stakeholders to be interviewed.



City Ecosystem: Interviews and survey analysis

Intelligent Cities Challenge

Stakeholders' Priority evaluation



Stakeholders show higher support for **Intelligent, sustainable and digital tourism**. There is a strong need to grow a new shared vision of tourism across the territory.

To enhance the citizen's quality of life perception, focusing on **Sustainable Mobility and intelligent infrastructures** could be useful to increase the territory quality.

The territory ecosystem feels to be strongly **engaged** in all these priorities and they could give their support

Citizen co-participation, networking and communities are felt with a lower level of support and interest due to a common issue about the promotion and exploitation of digitalization and innovation culture

City Ecosystem: Priorities' Outcomes



In the **Tourism** context, initiatives seem to have a higher support are:

- platform to provide *digital tourism services* and exploit overall tourism information assets;
- feasibility study for *new tourist routes* and experiences;
- *digitalisation* of tourist maps, assets and Points of Interest.



The **Participation model** is considered more important than instruments or platforms.

Therefore, the promotion of initiatives of *urban regeneration* based on citizen co-design are seen as useful.

In the same way an initiative to foster a citizen participation to *identify the eCosta identity assets*.



In the **Mobility** context, initiatives seem to show higher support are the following:

- *Intelligent Transport System*;
- feasibility study to promote intermodal mobility
- reuse infrastructures and platform related to previous initiatives.



Open data are seen as useful mainly for transparency of Public Administration, but stakeholders recognize the high benefits could be generate from:

- *Open Data strategy adoption*
- digitalization of government services using a platform as a marketplace.



City ecosystem: Local Enablers analysis

+

- Recognition and awareness about the key drivers for change
 - Vision and SMART goals*
 - Digitalisation*
 - Practical Research*
 - Private sectors*
- Previous successful experiences of cooperation
- Natural and cultural assets

-

- Lack of experience in developing long-term city vision
- Highly dependence from EU, national and regional funds
- Number of start ups too low
- Unclear vision about key EU policies
- Urgent need to improve and adapt digital skills

City Ecosystem: workshop feedback review



Insights from interviews

“ Coordinate **initiatives** among seven municipalities and avoid duplicated initiatives.

“ Encourage the stakeholders to adopt a **clear common vision of territory**.

“ Design a long-term **future of territory leveraging on strategy, innovation technologies and data**.

“ Build and explore **sustainable models** allowing direct commitment on complex initiatives as pilot projects.



Insight form surveys

“ High interest on novel approach to **tourism** (leveraging on territorial assets and own identity) and **sustainable mobility** (leveraging on bicycle pathway and related infrastructures).

“ Foster **Open Data strategy** and more generally data acquisition and analysis.

“ Lack of a **long term vision** and insufficient **public/private collaboration**.

“ **Research and innovation assets** inherited from previous projects are seen as a key driver for ICC initiatives.

City Ecosystem: reflections on working norms with the ecosystem

Many different instruments can be used to allow participation in the stakeholders group. New participatory models should be established to unlock participation opportunities.

In addition to the basic stakeholder group, more stakeholders can be added, according to the single initiatives.

For a good result, a proper amount of time must be dedicated to the workshops' organisation and dissemination of their results.

The involvement of stakeholders is successful if rules of participation are clear and they can perceive the added value of the initiatives.

ICC strategy: Vision and ambition statements

In 2030 Coastal Towns are recognised at national and international level as a single and sustainable tourism destination. The brand eCosta identifies the territory as an area leveraging on digitalisation to develop and customise product offerings, improve connectivity, generate and exploit data and facilitate public services management.

A new sustainable and inclusive tourism model is implemented.
Thanks to the integration of coastal, inland and rural assets, new experiences are available. All the information are accessible on line.

- Portal eCosta Digital Experience Tourism Platform.
- Brand identity & new tourist routes.
- Shared mobility services.
- Bicycle paths interconnected and maintained.

An integrated sustainable urban mobility strategy is now in place.
Policies and actions are data driven oriented.

- Understanding of mobility flows and trends.
- Sustainable multimodal public transport.
- Intelligent Transport System (Urban Data Platform).

The digital skills gap is addressed by the local public sector, which uses technology to deliver services in the most cost effective and efficient way.
In order to build citizen-centric services models, people are constantly engaged in designing on line public services.

- Culture of Open Data.
- Open and participatory urban governance.

City strategy: justification (1)

ATS Coastal Towns Strategy

The initial strategy developed by the Coastal Towns Association tried to collect all possible initiatives linked to Sustainable Tourism and Mobility and those relevant to make public services more digital, integrated and accessible improving the perception of an Open & Smart territory.

Based on the ICC inputs and the city ecosystem feedbacks, the city strategy defined a Solution Roadmap listing solutions, ongoing initiatives and those not yet approved, but required to fully complete the other ones.

Leveraging the past cities' projects with related initiatives and the stakeholders' ecosystem point of views, the Roadmap has been refined to:

- add and manage all information;
- provide Coastal Towns with a clear Implementation Plan.

City strategy: justification (2)

Interaction

Solutions interact in a positive manner. Sustainable tourism initiatives, aiming at developing new experiences, green and slow, will benefit of actions capable to offer integrated mobility services for tourists and reduce environmental impact. The focus on digital, open data and participation will come useful in designing and providing better policies, on line information and services through the creation of dedicated platforms.

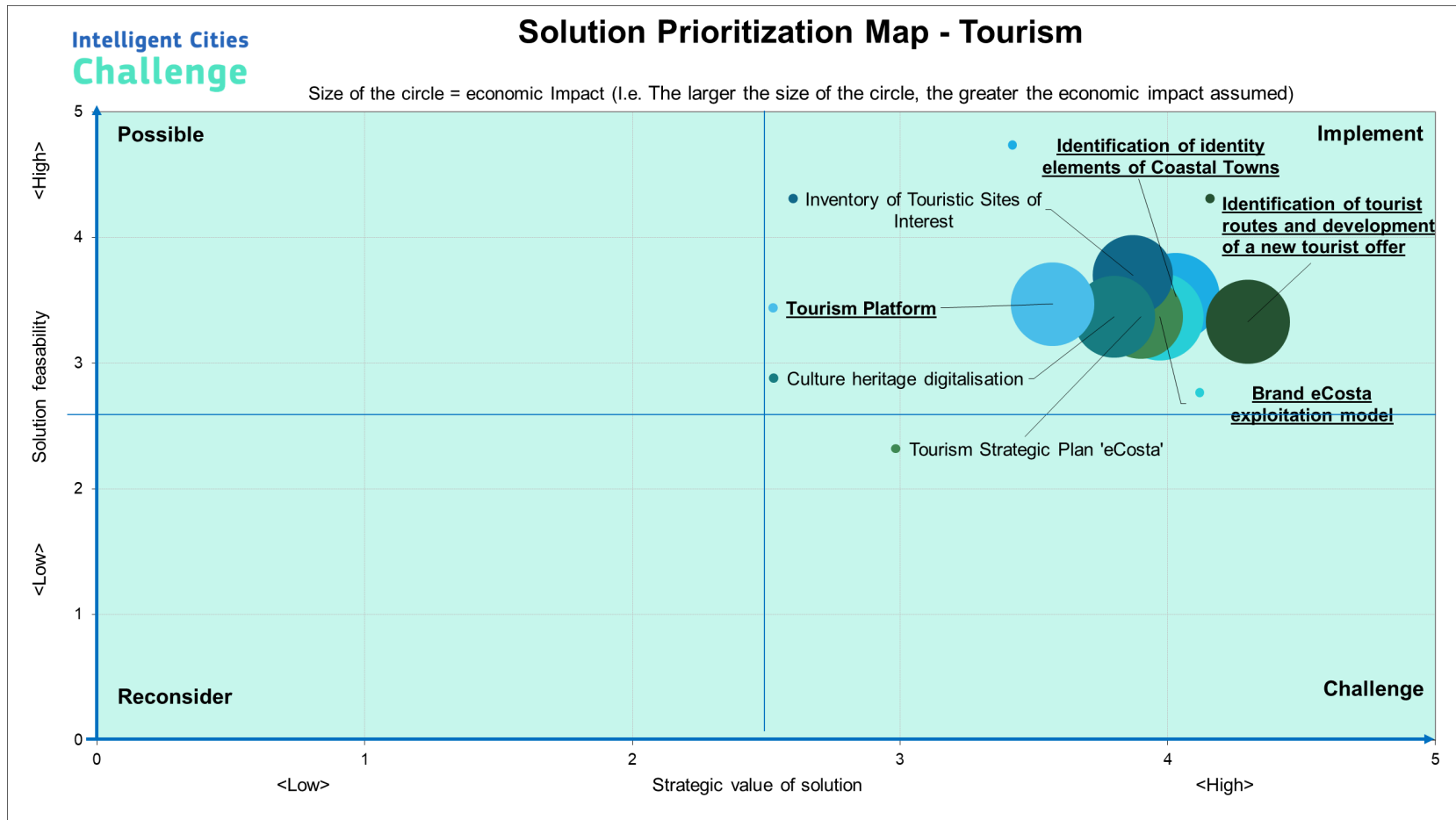
Guiding thoughts

- Act as a single destination to gain attention, visibility and power to negotiate.
- Avoid duplication of actions to optimize the use of available funds and improve efficiency and effectiveness.
- Stimulate public and private actors to collaborate and develop innovative solutions.

Key factors defining success across all of solutions

- Institutional support and recognition of vision, approach, tools,...beyond the political cycles.
- Collaboration within each single municipality with a clear identification of roles and responsibilities.
- Financial sustainability post ICC.

City strategy: solution prioritization map - Tourism



For the ecosystem's stakeholders all possible solutions developed in tourism seem to have a high levels of feasibility and strategic value.

In particular, high relevance solution could be: **identification of tourist routes and development of a new tourist offer** and **development of a brand destination identity** (brand image or exploitation models).

A clear need emerge from the prioritization map: it's time for Coastal Towns to act as a single tourism destination.

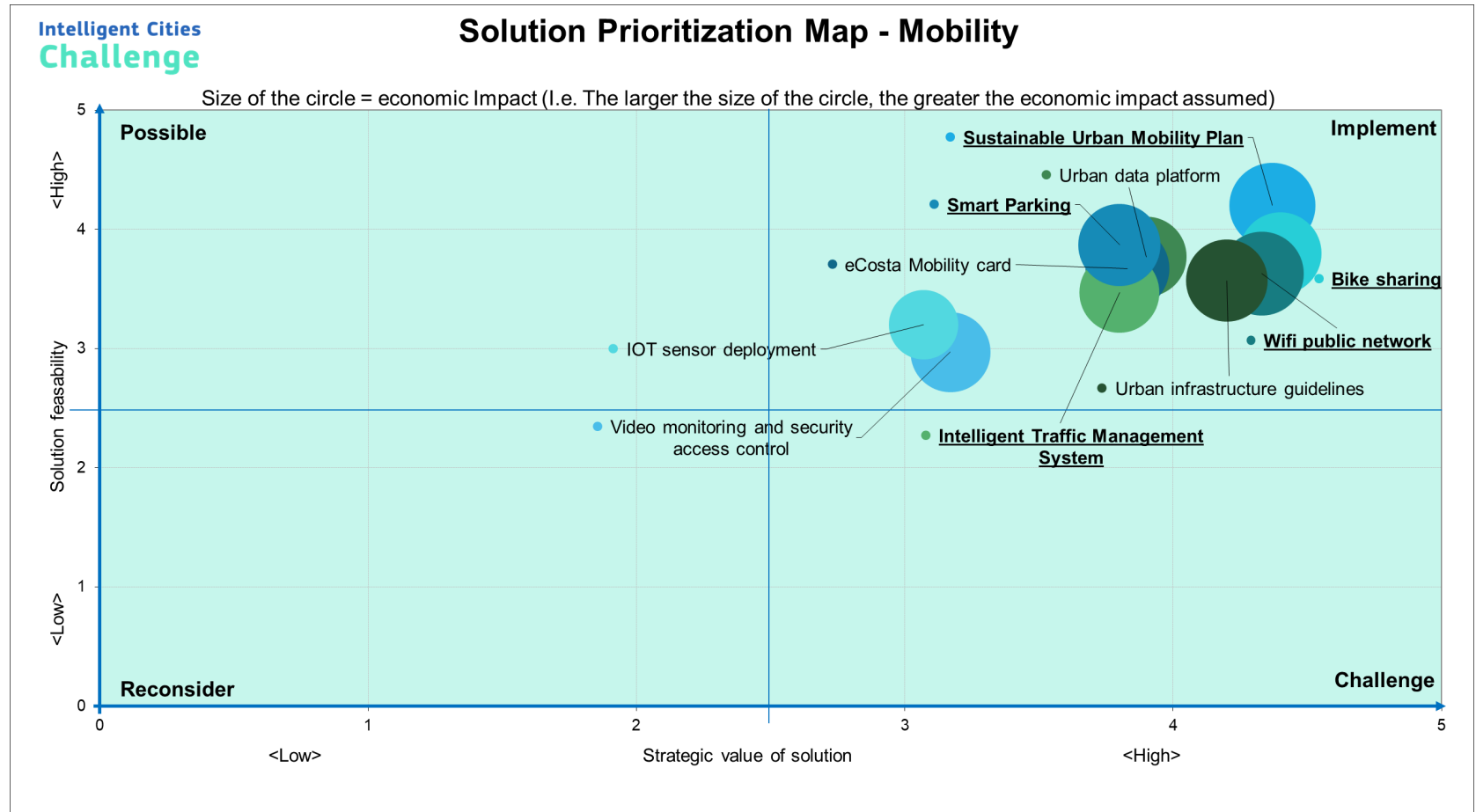
City strategy: solution prioritization map - Mobility

Sharing Cities' approaches, infrastructures and services seems to be a key factor.

Indeed, Bike sharing, public WiFi network, Intelligent Traffic Management Systems (ITS) and Smart Parking initiatives could be the solutions for mobility with a highest priority.

A Sustainable Urban Mobility Plan shared with all cities would be the framework to drive all initiatives

Installation of sensors and video-monitoring and security access control solutions seem to be considered with medium levels of feasibility and strategic value, due to the huge investments required for a large-scale implementation.

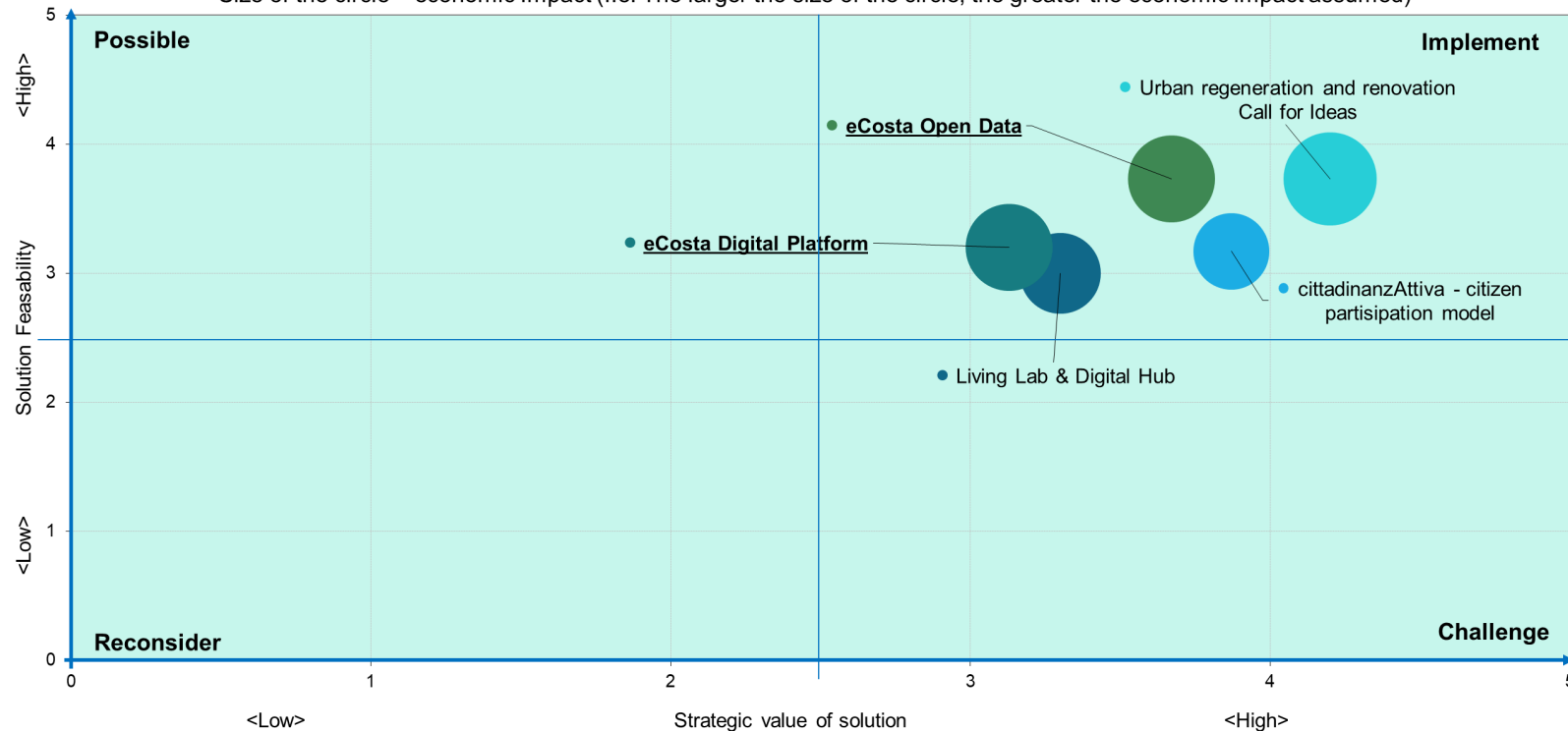


City strategy: solution prioritization map – Open & smart territory

Intelligent Cities
Challenge

Solution Prioritization Map - Open & smart territory

Size of the circle = economic Impact (I.e. The larger the size of the circle, the greater the economic impact assumed)



There is a wide range of tools identified to ensure citizen information, citizen consultation, citizen participation and empowerment such as eCosta Digital Platform and Open Data.

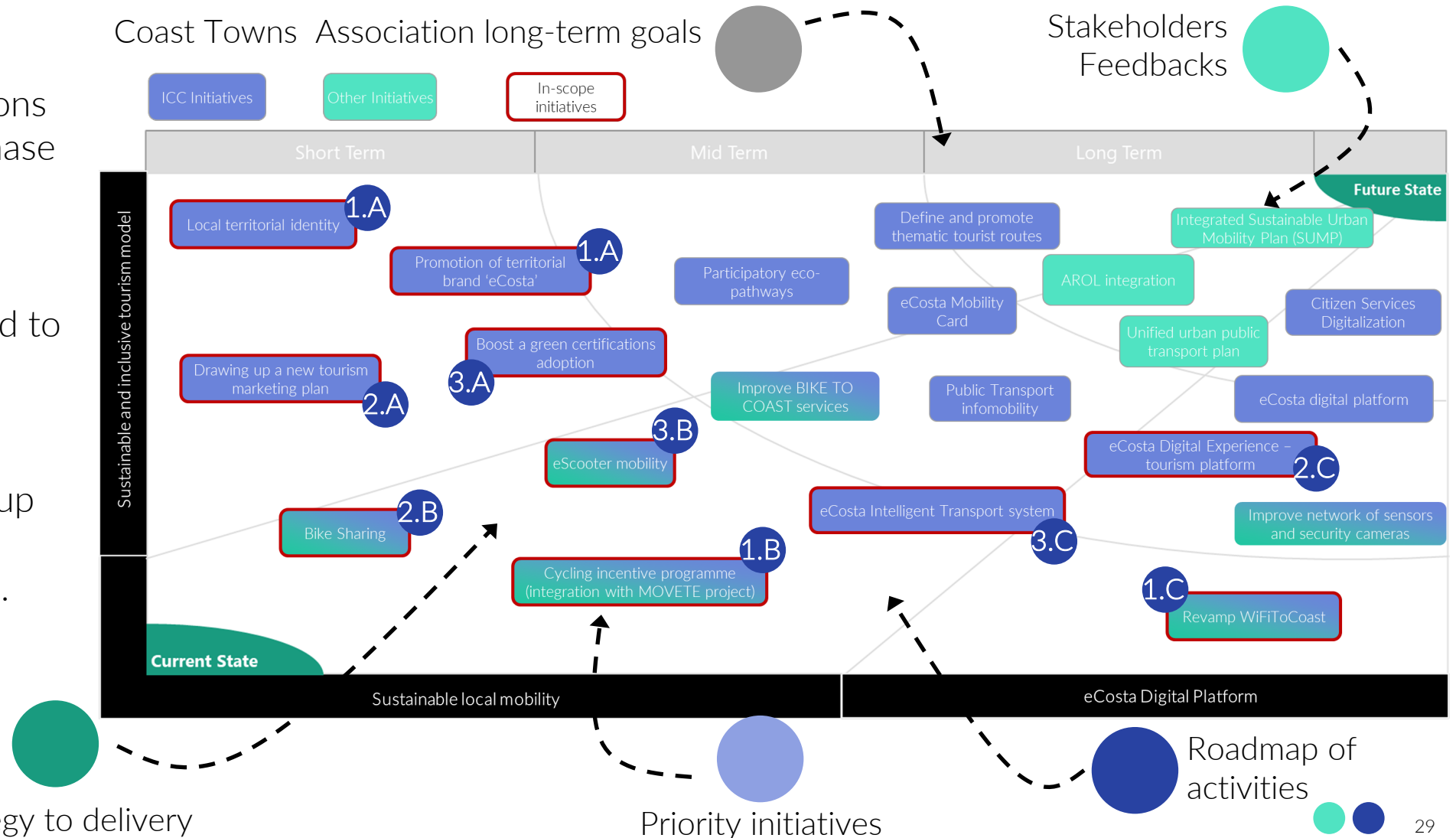
On the other side, a *citizens participation model*, *Living Labs* and *Digital Hubs* are considered strategic, giving an opportunity to anticipate probable issues and mitigate them together.

Urban regeneration is a great opportunity to generate open participation: 1) urban planning and regeneration projects are closer to the needs and priorities of citizens, and 2) it allows the right stakeholders to be brought onboard.

City Strategy: from prioritization map to reviewed roadmap

We started from solutions identified in the first phase and past on-going initiatives.

Later considerations, led to refine the Roadmap, setting Priorities and a much more reliable strategy to govern, group and implement actions, initiatives and solutions.



City Strategy: solutions and initiatives

<p>SOLUTIONS →</p>	<p>A) Sustainable and inclusive tourism model</p>	<p>B) Sustainable local mobility</p>	<p>C) eCosta Digital Platform</p>
<p>↓</p> <p>I N I T I A T I V E S</p>	<p>1.A) Promotion of territorial brand “eCosta” and local territorial identity</p>	<p>1.B) Cycling rewarding programme (integration with MOVETE project)</p>	<p>1.C) Revamp Wi-Fi to Coast</p>
	<p>2.A) Coastal Towns marketing plan</p>	<p>2.B) Bike-sharing</p>	<p>2.C) eCosta Digital experience - Tourism platform</p>
	<p>3.A) Boosting “green” certifications</p>	<p>3.B) eScooter mobility</p>	<p>3.C) eCosta Intelligent Transport System</p>

Section

2

Coastal Towns Association: Ambition and roadmap

ICC Transformation

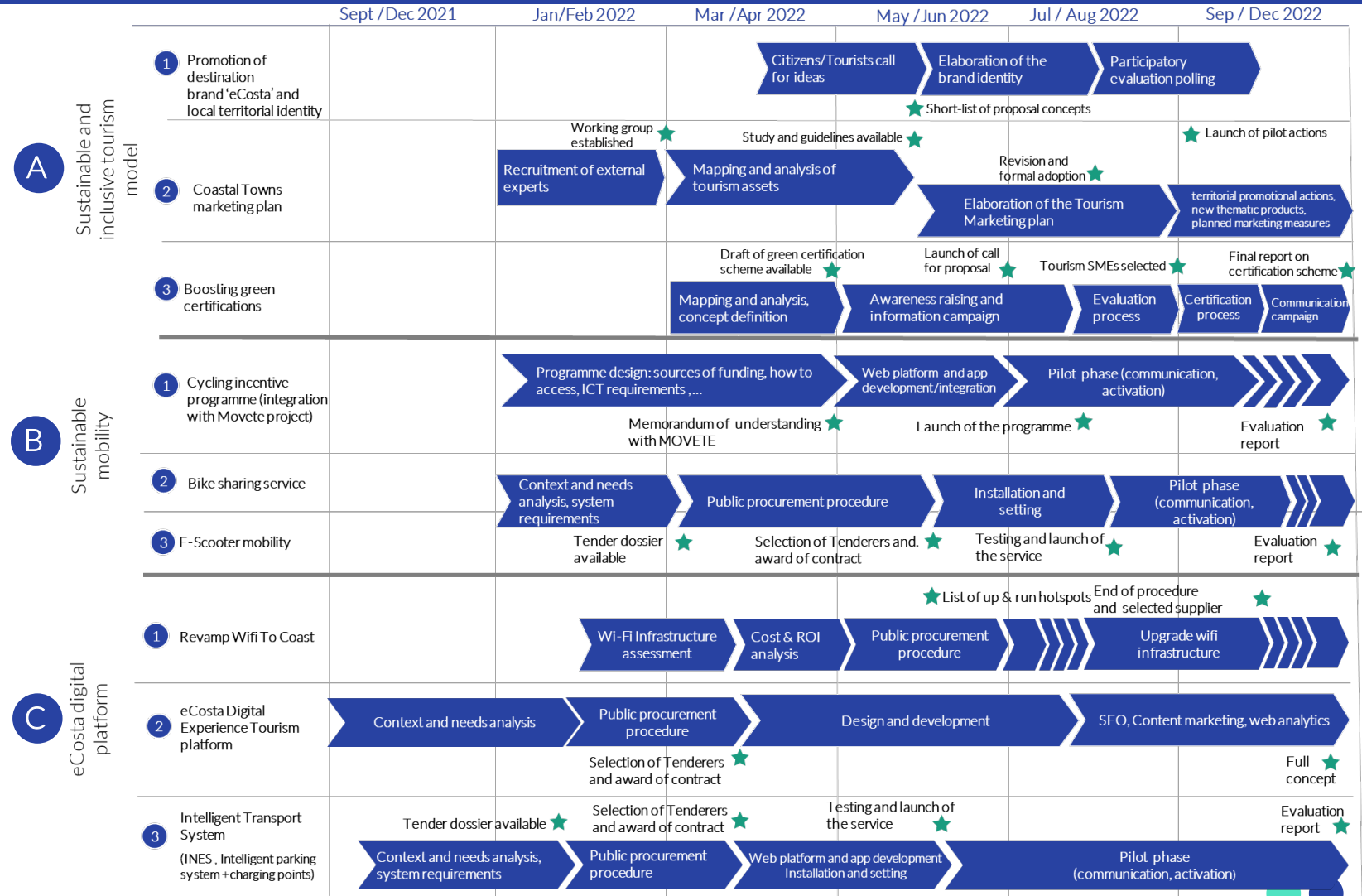
February 2021 to April 2021

High level implementation roadmap (“10000m plan”)

Activity Milestone

Starting from achieved roadmap (see slides in Sec.1), several initiatives can be managed in accordance with ICC objectives and priorities defined during the track.

Initiatives can be managed in a vertical but integrated way, outlining shared requirements, middle-time and long-time purposes, common elements in stakeholders, users, technologies, design process.














Rationale to road map

The right timing for testing digital and green solutions.

- The road map was planned by Assembly of Mayors, ICC Core Team and Province of Teramo taking into account:
 - complexity and duration of administrative process;
 - implementation and start up of pilot services with a timing coherent with the tourist season.
- Transfer of funds from each city to the lead municipality and public procurement procedures were identified as critical tasks. Ad hoc regulation was adopted by the Assembly of Mayors in order to clarify roles and procedures and optimize internal workflows.
- Due to 2021 budget limitations, tasks related to eCosta Digital Experience Tourism Platform and Intelligent Transport System were prioritised.

Initiative charter - Sustainable and inclusive tourism model












Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <p>Sustainable and inclusive tourism model</p> <p>What: establish a strong place identity based on the eCosta concept, as common umbrella for place-based tourism promotion.</p> <p>Why: fragmentation and lack of coordinated tourism policies.</p> <p>How: mapping, analysis and tourism strategy; developing of thematic routes; definition of a brand & marketing plan; green certification schemes.</p>	<p>Solution lead:</p>  <p>Municipalities of Roseto degli Abruzzi, Giulianova and Tortoreto.</p> <hr/> <p>Solution working team:</p>  <p>Tourism Department officers; Advisory Committees on Tourism; External services providers; Chamber of Commerce; Terreverdi Local Action Group.</p> <hr/> <p>Contributors:</p>  <p>SMEs, Destination Management Companies, Cultural & Environmental Associations, University, Abruzzo Region.</p>	<p>Source of funding and estimated cost</p>  <ul style="list-style-type: none"> Annual budget funds Coastal Towns Association: € 37000. Other sources of funding: € 88k (Chamber of Commerce, LAG Terreverdi Teramane, SMP COSME ,NextGenEU, National and Regional Programmes funded by ERDF - to be confirmed) <hr/> <p>Solution maturity outputs</p>  <ul style="list-style-type: none"> Relevant data, studies, ideas and best practices collected and shared Feasibility study in progress
<p>Link to vision</p>  <p>Transformation of Coastal Towns in an integrated, green and sustainable tourism destination.</p>	<p>Risks and mitigation</p>  <ul style="list-style-type: none"> Main risks and challenges: time-consuming administrative procedures, lack of participation, coordination of local policies, financial sustainability. Mitigating measures: clear identification of roles and responsibilities, internal communication, technical and administrative support, additional funding. 	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> Increase tourism flow at destination Increase tourism enterprise(s) performance % of satisfied residents % of locally produced food, drinks, goods and services % of the destination's events % of tourism enterprises/establishments
<p>Link to ambition statement</p>  <p>Design of a new tourism model based on a better exploitation of local resources able to ensure diversification of tourism products, experiences and targets.</p>		
<p>Expected impact and timing</p>  <p>Resilience, reduction of seasonality and less environmental impact - 3/5 years after closing the ICC programme</p>		

Initiative charter - Sustainable Local Mobility

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <p>Sustainable local mobility</p> <p>What: put in place sustainable mobility solutions, encouraging their use by residents and tourists.</p> <p>Why: traffic congestion, pollution and GHG emissions, lack of common transport policies.</p> <p>How: promotion of bike sharing, micromobility and cycling services; incentives to use bikes and electric vehicles.</p>	<p>Solution lead: Municipalities of Alba Adriatica and Silvi.</p>  <p>Solution working team: Mobility and Transport Department Officers; External experts; Service Providers.</p>  <p>Contributors: FIAB, Legambiente, Tourism SMEs.</p> 	<p>Source of funding and estimated cost</p>  <ul style="list-style-type: none"> Annual budget funds Coastal Towns Association: to be defined (€ 30k for the cycling rewarding programme). Other sources: NextGenEU, National and Regional Programmes funded by ERDF, ESF (to be confirmed).
<p>Link to vision</p>  <p>Transformation of Coastal Towns in an integrated, green and sustainable tourism destination.</p>	<p>Risks and mitigation</p>  <p>Main risks and challenges: time-consuming administrative procedures, lack of cooperation, low level of awareness and commitment, termination of previous existing contracts.</p> <p>Mitigating measures: clear identification of roles and responsibilities, internal communication, technical and administrative support, public-private partnership.</p>	<p>Solution maturity outputs</p>  <ul style="list-style-type: none"> Relevant data, studies, ideas and best practices collected and shared. Feasibility study in progress.
<p>Link to ambition statement</p>  <p>Design a new tourism model with transformative tourism experiences. Design and implementation of an integrated sustainable urban mobility strategy. Make public services more digital, integrated and accessible.</p>	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> Increase of cycling trips that would otherwise be a car trip Increase of cycling trips combined with public transport Increase % of tourist users by age and gender Increase of micro-mobility trips that would otherwise be a car trip Increase of micro-mobility trips combined with public transport Promote ridership by age and gender 	
<p>Expected impact and timing</p>  <p>Health and safety, liveability for people and business by reducing use of cars – 2 years after closing the ICC programme.</p> <p><small>The European Commission's INTELLIGENT CITIES CHALLENGE</small></p>		



Initiative charter – eCosta Digital Platform

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts
<p>Description</p>  <p>eCosta Digital Platform What: manage urban data and offer new digital services to citizens, tourists and enterprises as key element of an Intelligent City strategy. Why: lack of digitalisation, lack of data driven policies, lack of an integrated approach in tourism destination marketing. How: revamp public WiFi network, eCosta digital Tourism Experience platform, intelligent transport system (parking use case).</p>	<p>Solution lead: Municipalities of Pineto and Tortoreto.</p>  <p>Solution working team: Municipal Tourism & ICT Department officers, Advisory Committees on Tourism, external experts, ICT Providers.</p>  <p>Contributors: Local authorities, SME's, ICT providers, Terreverdi Teramane LAG</p> 	<p>Source of funding and estimated cost</p>  <ul style="list-style-type: none"> Annual budget funds Coastal Towns Association: € 173000. Other sources: NextGenEU, National and Regional Programmes funded by ERDF, ESF (to be confirmed) <p>Solution maturity outputs</p> <p>Digital platform feasibility study in progress.</p> 
<p>Link to vision</p>  <p>Contribution to transform Coast Towns in a green and sustainable tourism destination.</p>	<p>Risks and mitigation</p>  <p>Main risks and challenges: time-consuming administrative procedures, digital capability and leadership capability, financial sustainability.</p> <p>Mitigating measures: technical support, training, identification and building of different streams of revenues.</p>	<p>City performance outcomes and impacts</p>  <ul style="list-style-type: none"> % of territory covered by public wifi; Involvement of extraordinary professionals; Digital literacy and capabilities; Stimulating an innovative environment; Quality of open data; Improved interoperability; On-line brand visibility; Expand international reach; Customer acquisition; Improve service quality; Increase visitor satisfaction
<p>Link to ambition statement</p>  <p>Design a new tourism model with transformative tourism experiences. Design and implementation of an integrated sustainable urban mobility strategy. Make public services more digital, integrated and accessible.</p>		
<p>Expected impact and timing</p>  <p>Engagement of citizens and tourists, better access to information and services (transport & mobility, health, booking, sightseeing programs, events, ...) - 3 years after closing the ICC programme.</p>		

Key Performance Indicators – Sustainable and inclusive tourism model

Initiatives	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
1.A Promotion of territorial brand “eCosta” and local territorial identity	<ul style="list-style-type: none"> • Number of external experts recruited • Number of dedicated internal staff • Total budget allocated • Number of local stakeholders involved in • Number of meetings 	<ul style="list-style-type: none"> • Number of municipalities formally adopting and using the new destination brand • Number of contributions and ideas received • Number of studies and analysis carried out 	<ul style="list-style-type: none"> • Tourism flow at destination: number of tourist nights per month; Daily spending per same-day visitors • Tourism enterprise(s) performance: Average length of stay of tourists (nights); direct tourism employment as percentage of total employment in the destination • % of the destination’s events that are focused on traditional/local culture and heritage
2.A Drawing up a new tourism marketing plan	<ul style="list-style-type: none"> • Number of external experts recruited • Number of dedicated internal staff • Total budget allocated • Number of local stakeholders involved in • Number of meetings 	<ul style="list-style-type: none"> • Number of municipalities formally adopting the destination marketing plan • Number of new tourism products developed and promoted • Number of territorial promotion actions put in place • Number of contributions and ideas received • Number of studies and analysis carried out 	<ul style="list-style-type: none"> • Destination attractivity index, based on: quality of natural and cultural tourism assets (40%), variety of attractions (30%); visitor response (30%) • % of locally produced food, drinks, goods and services sourced by the destination’s tourism enterprises • % of residents who are satisfied with tourism in the destination (per month/season)
3.A Boosting “green” certifications	<ul style="list-style-type: none"> • Number of external experts recruited • Number of dedicated internal staff • Total budget allocated • Number of SMEs involved in • Number of meetings 	<ul style="list-style-type: none"> • Number of tourism SMEs adopting green labels • Number of best practices/guidelines disseminated 	<ul style="list-style-type: none"> • % of tourism enterprises/establishments in the destination using a voluntary certification/labelling for environmental /quality/sustainability and/or Corporate Social Responsibility

Key Performance Indicators – Sustainable local mobility

Initiatives	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
1.B Cycling incentive programme (integration with MOVETE project)	<ul style="list-style-type: none"> • Number of dedicated internal staff • Total budget allocated • Number of municipalities signing the memorandum of understanding 	<ul style="list-style-type: none"> • Current number of users using MOVETE app • Total amount of incentives paid to registered users 	<ul style="list-style-type: none"> • Variation in accidents • Share of cycling trips that would otherwise be a car trip • Share of cycling trips combined with public transport • Availability, distance, and usage by geography • Availability and usage by time of day • % of tourist users by age and gender • Variation in concentration of pollutants • Capacity in bike lanes • Capacity for parking • Capacity in public transport
2.B Bike-sharing	<ul style="list-style-type: none"> • Number of dedicated internal staff • Total budget allocated • Number of expression of interests received from operators • Number of meetings 	<ul style="list-style-type: none"> • Number of available bicycles per residents • Number of bike stations per Km of roads • Capacity in bike lanes • Capacity for parking • Capacity in public transport 	<ul style="list-style-type: none"> • Share of micro-mobility trips that would otherwise be a car trip • Share of micro-mobility trips combined with public transport • Availability, distance, and usage by geography • Availability and usage by time of day • % of tourist users by age and gender • Variation in concentration of pollutants • Capacity in bike lanes • Capacity for parking • Capacity in public transport
3.B eScooter mobility	<ul style="list-style-type: none"> • Number of dedicated internal staff • Total budget allocated • Number of expression of interests received from operators 	<ul style="list-style-type: none"> • Number of e-scooter available per residents • Number of e-scooter docking stations per Km of roads • Capacity in bike lanes • Capacity for parking • Capacity in public transport 	<ul style="list-style-type: none"> • Share of micro-mobility trips that would otherwise be a car trip • Share of micro-mobility trips combined with public transport • Availability, distance, and usage by geography • Availability and usage by time of day • % of tourist users by age and gender • Variation in concentration of pollutants • Capacity in bike lanes • Capacity for parking • Capacity in public transport

Key Performance Indicators – eCosta Digital Platform

Initiatives	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
1.C Revamp Wi-Fi to Coast	<ul style="list-style-type: none"> • Number of external experts recruited • Number of dedicated internal staff • Total budget allocated 	<ul style="list-style-type: none"> • Number of public wifi hotspots available (% working/not working) 	<ul style="list-style-type: none"> • % of territory covered by public wifi
2.C eCosta Digital experience - Tourism platform	<ul style="list-style-type: none"> • Number of external experts recruited • Number of dedicated internal staff • Total budget allocated 	<ul style="list-style-type: none"> • Number of new on line and digital services available to tourists 	<ul style="list-style-type: none"> • On line brand visibility • Expand international reach • Customer acquisition • Improve service quality • Increase visitor satisfaction
3.C Intelligent Transport System (Smart parking)	<ul style="list-style-type: none"> • Number of external experts recruited • Number of dedicated internal staff • Total budget allocated 	<ul style="list-style-type: none"> • Number of cities adopting the solutions 	<ul style="list-style-type: none"> • Number of users • % of parking lots connected to platform • Improve service quality

Key Performance indicators - Cross cutting indicators

Cross cutting indicators

Population

Employment rate (number of person aged 20 to 64 in employment divided by the total population of the same age group)

Number of new businesses registered in the past 12 months

Tourist arrivals

Tourist overnight stays

Daily spending per same-day visitor

Number of tourism enterprises and establishments in the destination

Number (percentage) of tourism enterprises and establishments in the destination (e.g. hotels, tour operators, sub-destinations) using a voluntary sustainability, environmental or corporate social responsibility certification/label

Km of cycling paths

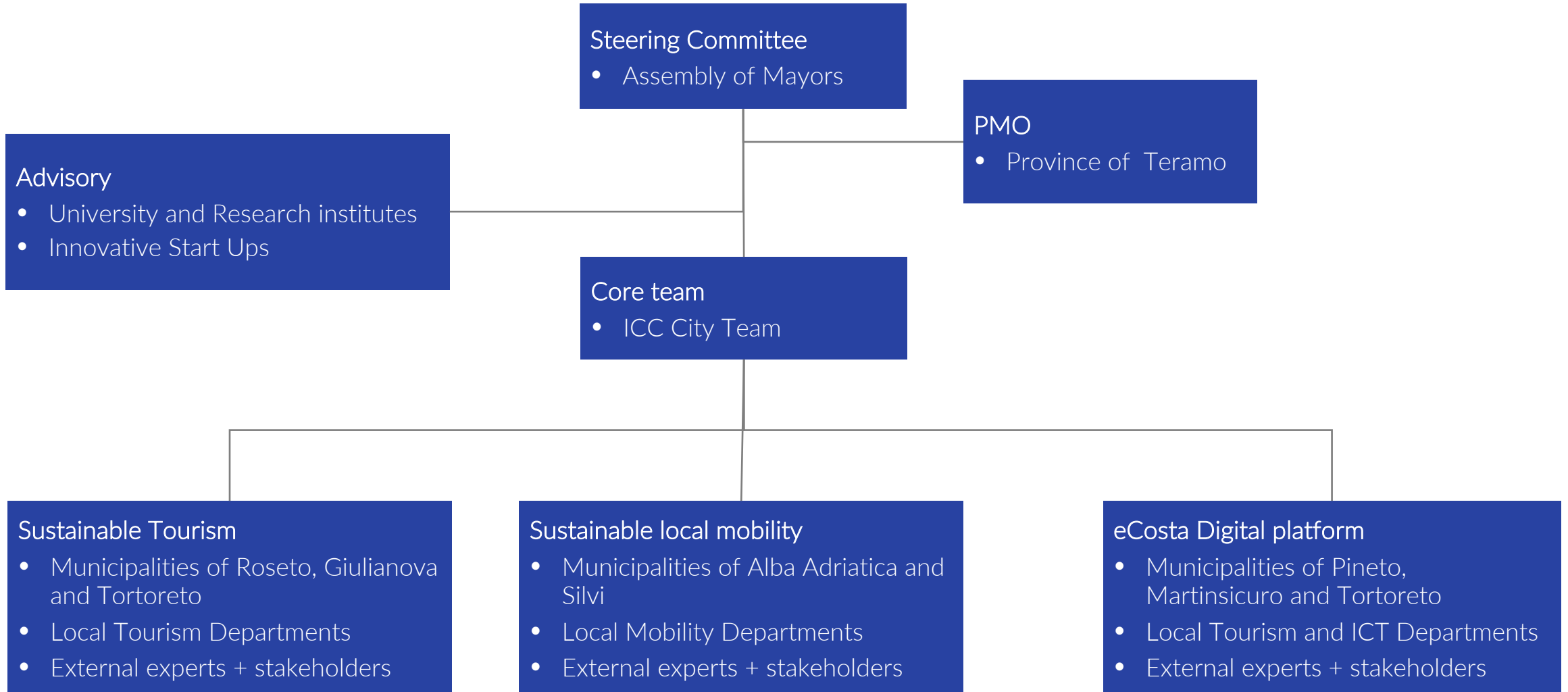
Bike sharing stations

Number of E-Scooters available

Rationale to KPI approach

- Coastal Towns Association faces difficulties in acquiring and collecting data to calculate KPIs on a regular basis, as there are no established procedures and/or formal arrangements for acquiring data from certified sources and calculating KPIs.
- Thus, some KPIs have been defined mainly on the basis of data available in public databases or resulting from previous studies and/or research on the territory.
- The KPIs related to the implementation of solutions/ initiatives are defined simply by monitoring % of the activities actually carried out compared to those provided.
- Coastal Towns Association is implementing new initiatives/solutions and in many cases performance indicators cannot be measured until the end of the solution/initiative implementation.
- In some cases, the Coastal Towns Association has identified "general" KPIs related to the impacts of solutions on city performance that may depend on other variables.

Governance structure for roadmap implementation



The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

Section

3&4

Coastal Towns Association: Impact

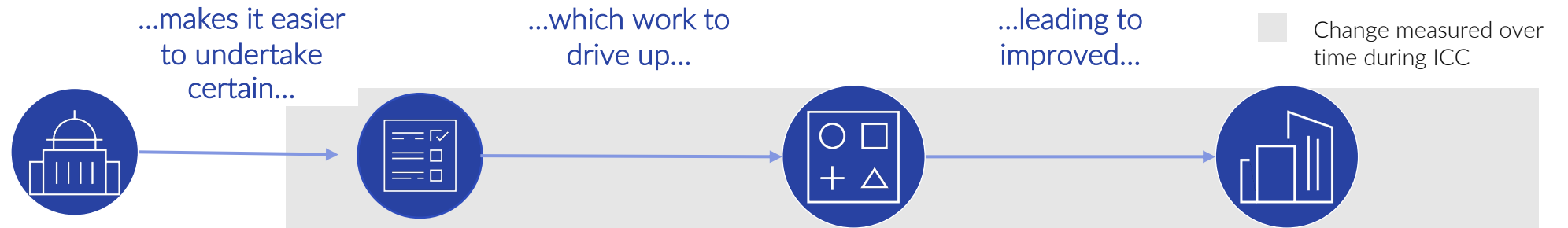
ICC Transformation

May 2021 to July 2022

Impact executive summary

- Major successes: common vision, definition of cooperation model/administrative structure, design of integrated actions, recognition of Coastal Towns association at regional level
- Major obstacles: slowness of decision-making process, internal procedures and workflows, administrative elections rounds in 2021 and 2022, funding and budget allocations.
- KPIs: no significant progress due to delays in starting the activities.
- The collaborative environment created by ICC offered also the opportunity to develop other projects such as the LIFE+ A-GreeNet, recently funded by CINEA to support climate actions promoted by Coastal Towns (restoration of Adriatic pinewoods, reforestation, soil and urban regeneration, harmonization of rules and procedures).
- Commitments for the future: prolongation of Coastal Towns cooperation agreement, adoption of a common strategy for sustainable urban development, dedicated human and financial resources, establishment of a participatory mechanism.


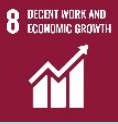




There are four types of measurable concepts that come together to drive success in the ICC



Idea	Local enablers – city characteristics	Activities – actions and inputs	Technology maturity – outputs	City performance – outcomes and impacts
Description	<p>Each city has unique strengths and weaknesses that help action happen. These can be stakeholder networks, local capabilities, cultural factors or many more that drive success in ICC projects.</p>	<p>A cities main intervention on the ICC is to take actions. These can be direct (e.g., procuring technology), or indirect, (e.g., forming a working group on a topic). The right actions can lead to the right inputs going in to the ICC (e.g., funding, time)</p>	<p>Cities can drive technological solutions to try and improve city performance. How well these solutions are currently used can be described as their 'maturity', - considering whether they are available for stakeholder use, what stakeholders think of them, and so on</p>	<p>Success of an intelligent city is ultimately measured by its ability to address city needs. These can be considered an improved quality of citizen life and a better environment for stakeholders</p>
Example	<p>A history of strong collaboration between city and a local university...</p>	<p>...allows the creation of a new e-health pilot project using social housing in the city...</p>	<p>...leads to the launch a new tele-health solution utilising 4G data connections...</p>	<p>...resulting in pre-emptive diagnosis and lower wait times at medical facilities</p>




Assessment of city performance - progress against KPIs

1 of 4

Solution	Initiative	KPI	Where we started	Midway through the challenge	Final results	Link to SDGs (optional)
Sustainable and inclusive tourism model	Promotion of territorial brand “eCosta” and local territorial identity	Tourism flow at destination: number of tourist nights per month; Daily spending per same-day visitors	Unknown (not monitored)	Unknown (not monitored)	Unknown (a monitoring system will be active after full Tourism Experience Platform implementation)	     
		Tourism enterprise(s) performance: Average length of stay of tourists (nights); direct tourism employment as percentage of total employment in the destination				
		% of residents who are satisfied with tourism in the destination (per month/season)				
	Drawing up a new tourism marketing plan	Destination attractivity index, based on quality of natural and cultural tourism assets (40%), variety of attractions (30% and visitor response (30%)	0 (calculation rules not established)	0 (calculation rules not established)	Unknown (new tourism marketing plan not established)	
		% of locally produced food, drinks, goods and services sourced by the destination’s tourism enterprises				
		% of the destination’s events that are focused on traditional/local culture and heritage				
	Boosting “green” certifications	% of tourism enterprises/establishments in the destination using a voluntary certification/labelling for environmental /quality/sustainability and/or Corporate Social Responsibility	0 (calculation rules not established)	0 (calculation rules not established)	Unknown (no any “green” certification is defined)	




Assessment of city performance - progress against KPIs

2 of 4

Solution	Initiative	KPI - SPECIFIC INDICATORS	Where we started	Midway through the challenge	Final results	Link to SDGs (optional)
Sustainable and inclusive tourism model	Cycling incentive programme (integration with MOVETE project)	Share of cycling trips that would otherwise be a car trip	Unknown (not monitored)	Unknown (not monitored)	Unknown (no monitoring procedure)	  
		Share of cycling trips combined with public transport				
	Bike-sharing	Users by age and gender	Unknown (not monitored)	Unknown (not monitored)	Unknown (no monitoring procedure)	
	eScooter mobility	Share of micro-mobility trips that would otherwise be a car trip				
		Share of micro-mobility trips combined with public transport				
		Distance to scooters				
		Ridership by age and gender				




Assessment of city performance - progress against KPIs

3 of 4

Solution	Initiative	KPI - GENERIC INDICATORS	Where we started	Midway through the challenge	Final results	Link to SDGs (optional)
Sustainable and inclusive tourism model	Cycling incentive programme (integration with MOVETE project)	Availability, distance, and usage by geography	0 (not monitored)	0 (not monitored)	Unknown (no monitoring procedure)	  
		Availability and usage by time of day				
	Bike-sharing	Pricing and payment options provided by operators	Unknown (not monitored)	Unknown (not monitored)	Unknown (no monitoring procedure)	
		Capacity in bike lanes				
		Capacity for parking				
	eScooter mobility	Capacity in public transport	0 (not monitored)	0 (not monitored)	Unknown (no monitoring procedure)	
		Air quality/Co2				

Assessment of city performance - progress against KPIs

4 of 4

Solution	Initiative	KPI	Where we started	Midway through the challenge	Final results	Link to SDGs (optional)
eCosta Digital Platform	Revamp Wi-Fi to Coast	% of territory covered by public wifi	Unknown (not monitored)	Unknown (not monitored)	Unknown (not monitored)	
	Intelligent Transport System (Smart parking)	Number of users	0 (no platform)	0 (no platform)	0 (no platform implemented)	
		% of parking lots connected to platform				
		Improve service quality				
	eCosta Digital experience - Tourism platform	On-line brand visibility	Unknown (not monitored)	Unknown (not monitored)	Unknown (not platform implemented)	
		Expand international reach				
		Customer acquisition				
		Improve service quality				
		Increase visitor satisfaction				

Assessment of city performance - discussion

- Coastal Towns failed in starting and implementing planned actions within the foreseen deadlines. New elected local councils (2021, 2022) determined the need to rewind the process in order to share and discuss again visions, solutions, initiatives and expected impacts. This situation led to delays in allocating funds necessary to select operators through public procurement procedures.
- After two years, the collaboration model among municipalities is clearer, rules and procedures are ready to be implemented in order to ensure properly management of the association.
- Despite of the internal difficulties above mentioned, the Abruzzo Region has committed to consider the possibility to make Coastal Towns as eligible entity with regard to urban development measures that will be supported by the European Regional Development Fund 2021/2027.
- Coastal Towns is now in the position to become a pilot functional areas where implement cohesion and territorial policies and programmes. Mayors are aware: it's time to act beyond the restrictions of the administrative borders with more tailor-made, locally-led and place sensitive approaches that aim at improving quality of places and peoples' lives.

Assessment of solution maturity - progress against KPIs

1 of 2

Solution	Initiative	KPI	Where we started	Midway through the challenge	Final results
Sustainable and inclusive tourism model	Promotion of territorial brand "eCosta" and local territorial identity	Number of municipalities formally adopting and using the new destination brand	0	0	n.a.
		Number of contributions and ideas receive	0	0	n.a.
		Number of studies and analysis carried out	0	0	n.a.
	Drawing up a new tourism marketing plan	Number of of municipalities formally adopting and using the new tourism marketing plan	0	0	n.a.
		Number of new tourism products developed and promoted	0	0	n.a.
		Number of territorial promotion actions put in place	0	0	n.a.
		Number of contributions and ideas received	0	0	n.a.
		Number of studies and analysis carried out	0	0	n.a.
	Boosting "green" certifications	Number of tourism SMEs adopting green labels	0	0	n.a.
		Number of best practices/guideliens disseminated	0	0	n.a.

Assessment of solution maturity - progress against KPIs

2 of 2

Solution	Initiative	KPI	Where we started	Midway through the challenge	Final results
Sustainable local mobility	Cycling incentive programme (integration with MOVETE project)	Current number of users using MOVETE app	0	0	n.a
		Total amount of incentives paid to registered users	0€	0€	n.a
	Bike-sharing	Number of available bicycles	0	0	n.a
		Number of bike stations	0	0	n.a
	eScooter mobility	Number of e-scooter available	0	0	n.a
		Number of e-scooter docking stations	0	0	n.a
eCosta Digital Platform	Revamp Wi-Fi to Coast	Number of public wifi hot spots available (% working/not working)	<5%	<5%	n.a
	eCosta Digital experience - Tourism platform	Number of new on line and digital services available to tourists	0	0	n.A
	Intelligent Transport System (Smart parking)	Number of cities adopting the solutions	0	0	7

Assessment of solution maturity - discussion

- Only the eCosta Intelligent Transport System (as part of the eCosta Digital Platform) for intelligent parking is underway.
The service provider is currently collecting data and starting the implementation of the platform based on the Ines Cloud solution developed by Municipia.
- Technical studies were carried out and approved for the following initiatives:
 - Brand eCosta and Marketing plan;
 - eCosta Digital Experience – tourism platform.
- Public procurement procedures are scheduled for January 2023.

Assessment of city ecosystem and activities - progress against KPIs

	KPI	Where we started	Midway through the challenge	Final results
Activities	Total budget allocated	0	0	€ 350k
	Number of meetings\internal workshop delivered	0	7	18
	Number of started initiatives	0	0	3
	% of activities performed on ICC solutions (mean value)	0	0	33%

	KPI	Where we started	Midway through the challenge	Final results
Ecosystem	Number of external experts recruited	14	5	6
	Number of dedicated internal staff	7	3	6
	Number of local stakeholders involved	11	6	6
	Number of SMEs involved	4	7	7
	Number of municipalities signing the memorandum of understanding	7	7	7
	Number of expression of interests received from operators	21	4	5

Assessment of city ecosystem and activities - discussion

- The work carried out by Coastal Towns is not enough to build consensus around its initiatives within ICC.
- Positive results have been achieved in networking with some local stakeholders, especially the “Gran Sasso d’Italia” Chamber of Commerce, “Terreverdi Teramane” Local Action Group and private SMEs from digital sectors.
- Coastal Towns focused on developing strategic planning, leaving inter-stakeholder interaction management, branding, communication and information provision in a lower level among their priorities.
- Coastal Towns need to place citizens and tourists at the heart of a system that take advantage of digital technologies in creating, managing and delivering new intelligent services (tourist information and experiences, mobility), while ensuring efficiency and sustainability. Information sharing and value co-creation are fundamental characteristics of this system.

5 key lessons

Lesson	Reflections
1	Projects were blocked by difficulties related to political leadership and mentality of policymakers, administrators, and citizens to think and act beyond the restrictions of the administrative borders.
2	The team worked to ensure the allocation of dedicated resources and provide rules and procedures for collaboration.
3	There are still needs for: better coordination among different municipal departments (tourism, urbanism, ICT, culture, environment, etc.); foster communication, both internal and external; wider participation of stakeholders.
4	Support offered by ICC succeeded in providing clear methodology, technical assistance and road map for developing strategies and solutions.
5	ICC 2.0 should: deliver targeted training programmes to develop new capabilities (digital skills, community engagement and stakeholders' management); create stable collaboration with other cities through small cooperation groups; ensure priorities for ICC cities when they apply for EU funding programmes.

Reflections on city collaborations

- Cooperation among cities can rise starting from common interests or other common characteristics (geographical zone, economic structure, dimension and so on).
- On the other hand, a real cooperation on common projects can be blocked by different factors: for example, different national laws or funding procedures can make easier some actions for a city and harder for another.
- Preliminary contacts and information exchange are quite easy to establish, while real cooperation to develop common projects are much harder to start.
- Coastal Towns Association had contacts with L'Aquila (IT) and Kavala (GR).
- Also, some information exchange was made with L'Aquila (IT), Catanzaro (IT) and Vari-Voula-Vouliagmeni (GR) about common projects concerning sustainable and inclusive tourism or sustainable mobility.

Commitments

Commitments to on-going resources

Adopting a new governance model for Smart City and EU projects, with a match between internal structure and participation ecosystem, promote upskilling of cities' internal personnel.

Commitments to on-going collaboration

Continuing cooperation among seven municipalities, Region and other stakeholders, creating new network connections with other cities to cooperate on common projects.

Commitments to on-going KPIs

Enhancing the number of calculated KPIs and defining formally data acquisition processes, ownership and calculation rules.

Coastal Towns are actively seeking for EU funding opportunities and will continue to do so upon completion of the ICC programme.

3 Year plan - ambitions

Building on the ICC, what would the city aim to achieve in 3 years time?

- 1) Completion of the approved key initiatives.
- 2) Update and launch of remaining eCosta planned initiatives (green certifications, bike sharing, bicycle rewarding programme,...).
- 2) Further plans and initiatives are still to be planned.

What steps will you take over the next 3 years to achieve these goals?

- 1) Implementation, monitoring and evaluation.
- 2) Technical feasibility studies, tender procedures, implementation, monitoring and evaluation.
- 3) Further plans and initiatives are still to be planned.

3 Year plan - targets

KPI	Category	What commitments will the city make to this end?
1 Number of municipalities formally adopting and using the new destination brand	Solution Maturity	All Municipalities will adopt and promote the new destination brand
2 Users by age and gender	City Performance	Reaching an increase of >70% of Bike sharing users with an increase of >30% for under 40 users
3 Number of tourism SMEs adopting green labels	Solution Maturity	Reaching a number of adoption <500 tourism SMEs
4 % of parking lots connected to platform	City Performance	Reaching a 60% of parking lots connected

Appendix

Coastal Towns Association: Additional information

ICC Transformation

February 2021 to May 2021

City Needs: State of the city – detailed analysis

Higher performance areas

Key insight

Attractiveness and high potential for sustainable tourism beyond the traditional model Sea, Sand and Sun

Commitment of mayors and elected representatives to cooperate and collaborate

Data points

Abruzzo Region has a third of its territory set aside as Park. “Bike to Coast” is a 131 km-long cycle path that follows the Adriatic coast and the “Coastal Towns” area contains 45.7 km of the route. 3 protected areas; rural environments (5 historical villages, wine cellars); gastronomy and food tasting; heritage and religious sites; festival and special events (music, sport). 3.5 million tourists and 500,000 annual arrivals (87% Italian), which is equal to 55% of the regional total.

7 local municipalities created on a voluntary basis the Coastal Towns Association by signing an agreement aiming at promoting sustainable urban development. They are committed to secure own funds to implement ICC short term actions.

Interpretation

A destination is more attractive if it is more likely to be chosen by tourists. Attractiveness encourages people to visit and spend time at the destination. Local stakeholders have now realized that tourism attractiveness are generally related to: a) individual motivations and perceptions of the destination's quality of life and image; b) destination-side variables such as natural attractions, cultural resources, recreational activities, and so on.

Mayors of Coastal Town Association are aware on the fact that they must lead by example and work together in their responsibility to convince citizens of the necessity and urgency of the green & digital shift. Encouraging the use of sustainable and digital solutions will help close the digital divide and reduce inequalities for a stronger territorial cohesion.

So what?

Through ICC, Coastal Towns intend to improve the ability of the place to optimize its attractiveness for residents and non-residents, to deliver quality, innovative, and attractive tourism products and services to consumers and to gain market shares on the domestic and global marketplaces. Common brand, destination management, (digital) marketing are seen as main issues to be addressed. To successfully attract European travelers, a professional online presence is needed.

Coastal Towns Mayors commit to developing together sustainable measures within the frame of ICC to: adopt and implement common digital solutions through joint investment plan; optimise synergies between EU, national, regional and local funds; use a commonly agreed list of standards and technical specifications to achieve interoperability of data, systems, and platforms; make key enablers of city digital solutions available to all.

City Needs: State of the city – detailed analysis

Higher performance areas

Key insight

Lively and dynamic SME's

Data points

The key sectors are: tourism activities (growing, but with a negative scenario due to Covid19), commerce (stable), industry, construction and agriculture (for which there is a reduction in the stock of companies). The role of “other activities and services” which includes services for people and families is increasingly greater.

Total number of businesses: 17,065 (46% of the total in the province), of which 6.186 are businesses run by women and young people (under 35) and foreigners (36% of the total in the province).

Hotels/other accommodation businesses >479. These SMEs employ some 10,610 people, which is approximately 23% of the total employment in the area.

Foreign trade: 1.4 billion euros (provincial figure). Main sectors of growth: leather items, basic pharmaceutical products, textiles and clothing. End markets: Germany, France and USA.

Interpretation

The challenge of achieving a sustainable urban development will require fundamental reorientation for Travel & Tourism companies. Tourism is a fragile and instable sector due to the dependence upon external factors (i.e. covid 19), possible changes of habits, loss of purchasing power of the clients, competition, economic fluctuations in the countries generating tourism flows. Furthermore, the Coastal Towns area is especially vulnerable due to its fragile ecosystems and climate change. For SME's the main aim is to establish systems and procedures to incorporate sustainable development issues as part of the core management function and to identify actions needed to bring sustainable tourism into being. Possible areas for action are: energy efficiency, conservation and management; transport; land-use planning and management; involving staff, customers, communities in environmental issues; design for sustainability; digitalisation; partnerships for sustainable development.

So what?

Considering that many local tourism SMEs are still characterized as late adopters in the new digital era, the eCosta project and ICC initiative can stimulate a better approach to change tourism businesses after Covid 19.

The following objectives are identified as priorities:

- to share, spread and foster knowledge on digitalisation and innovation issues;
- to stimulate business innovation and adoption of digital solutions by offering tailored services and tools;
- to financially support small digitalisation and green certification projects (EMAS, ISO, Ecolabel,...).

City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

High seasonality of tourism industry, lack of diversification

Data points

The tourism of the Adriatic coast is characterized by high seasonality of flows, mainly concentrated in the summer months. The seasonal effect overall on tourism, measured as the proportion of visitors in June, July and August against the total, still remains very high when compared to the national average (67,7% against 50,2%).

According to visitor perceptions, Coastal Towns have a good level of attractiveness. Perceptions, however, are less positive in relation to cost of living, information and tourism services.

According to recent research work, present travellers look for unknown places (74%) whose discovery can enlarge individual endowment of experience, and for learning opportunities (67%) given by the way in which places offer their wide and multiple stratification of information including various forms of art, languages, material culture, objects and actions (the so-called intangible heritage).

Interpretation

The “3s” model embodies a couple of key features: the temporal concentration of tourism flows in the summer season and the spatial concentration of tourism flows on adjacent-to-the-sea areas. Under the presence of seasonality, the full potential of tourism as catalyst of development cannot be exploited by destinations. This is due to the underutilization of resources (in the low demand season) and the severe fluctuation of revenues (between low and high season) as seasonality shortens the operational period in which tourism entrepreneurs generate their revenue, thus adding pressure for generating the revenue of a whole year only in a short period. Under these conditions, long term employment cannot be generated, and investors may seem reluctant in driving funds to tourism operations. Finally, there are also environmental implications, as the high flows of tourists in limited time and the overutilization of resources associated with them impose serious threats on the local ecosystems.

So what?

Coastal Towns destination, characterized by substantial arrivals, by good ranking in terms of visibility and demand (mainly domestic), contrasts with the inland territory and protected natural areas with an high potential yet to be put in value for the tourism industry.

ICC offers the opportunity to elaborate a "product mix" that would allow spreading the flows of the Coastal Towns, by building tourism experiences in line with the demands of the post modern market, more and more interested in an offer that integrates service quality, typical offer and uniqueness of the experience. An integration implemented by diversifying and balancing the tourism of the coastal strip and the use of hinterland with its natural and cultural heritage.

City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

Unsustainable mobility

Data points

There is high demand for urban mobility. The urban level concentrates 60% of the total regional commuting, mainly (84%) in municipalities over 20 thousand inhabitants.

There are 646 cars on the road for every 1000 inhabitants (EU average 569). Traffic flows see an increase in the summer period which in some cases even surpasses 32% compared to around 35,000 vehicles per day in autumn and winter with HGVs making up 9% of this total in the winter period. The surveys carried out on the annual average of the National Road N.16 show increased traffic with a peak daily volume of 26,457 vehicles and peak traffic of 1,831 vehicles per hour.

Only one municipality has a Sustainable Urban Mobility Plan and 3 municipalities have a cycling plan.

Interpretation

Main barriers for the development of Public Transport are: fragmented management at local level, lack of knowledge about commuter situation, absence of restrictions for motorized individual transport (higher parking fees, less parking space in the city center, more bus lanes, traffic light with priority to public transport).

A huge amount of traffic could be avoided by fostering the existing railway system in terms of quality and speed.

So what?

There is a huge consensus on the fact that large investments are needed to support urban sustainable mobility. Actions: 1) models, approaches, and methods that include promotion of intermodality, introduction of soft measures for cycle-pedestrian mobility and sharing mobility (i.e. new cycle lanes, paths and stations with charging points for bicycles and electric vehicles); 2) development of an Intelligent Transport System (ITS) based on "smart stops", capable to ensure better control and more information. A network of sensors for monitoring air quality, traffic flows and other relevant data is seen as a key component of the system; 3) re-modulation of the Local Public Transport transportation programs in pursuit of integration, efficiency and sustainability goals; 4) establishment of large areas with conditioned traffic (pedestrian areas, zones 30, restricted traffic areas, exchange parking system and the development of urban micro-logistics).

City Needs: State of the city – detailed analysis

Lower performance areas

Key insight

Lack of data-driven policies and solutions

Data points

Italy ranks 25th out of 28 EU Member States in the 2020 edition of the Digital Economy and Society Index (DESI). Compared to the EU average, Italy records very low levels of basic and advanced digital skills. These gaps are reflected in the low use of online services, including digital public services. Only 74% of Italians are regular internet users. In the 7 municipalities of Coastal Towns, the role of data in the ongoing digital transformation has come up against legacy technologies, skills shortfalls and legal obstacles. As consequence:

- data are not recognized as a key strategic asset, and a source of value, but only as additional work;
- no effective actions have been putting in place to remove barriers to managing, sharing and re-using data;
- data are not applied to transform the design, delivery and monitoring of public policies and services;
- no efforts are made to publish data openly as much as the use of data between, and within, public sector organisations.

Interpretation

The rise of data and digital technologies are rapidly transforming economies and societies, with enormous implications for local governments' daily operations. Local authorities must keep pace with the growing expectations of their citizens, manage increasing pressure on their budgets and react to new policy challenges.

Any failure to adapt to this new and changing environment could expose them to damaging risks and a consequent diminishing of public trust.

Public trust in government is a critical factor in citizen well-being but is far easier to lose than to build. Main challenges: adopt an ethical approach to guide decision making and inform behaviour; protect privacy, promote transparency and design user experiences that help citizens understand and grant or revoke consent for their data to be used; approach the security of public services and data in ways that mitigate risks without blocking the transformation of the public sector.

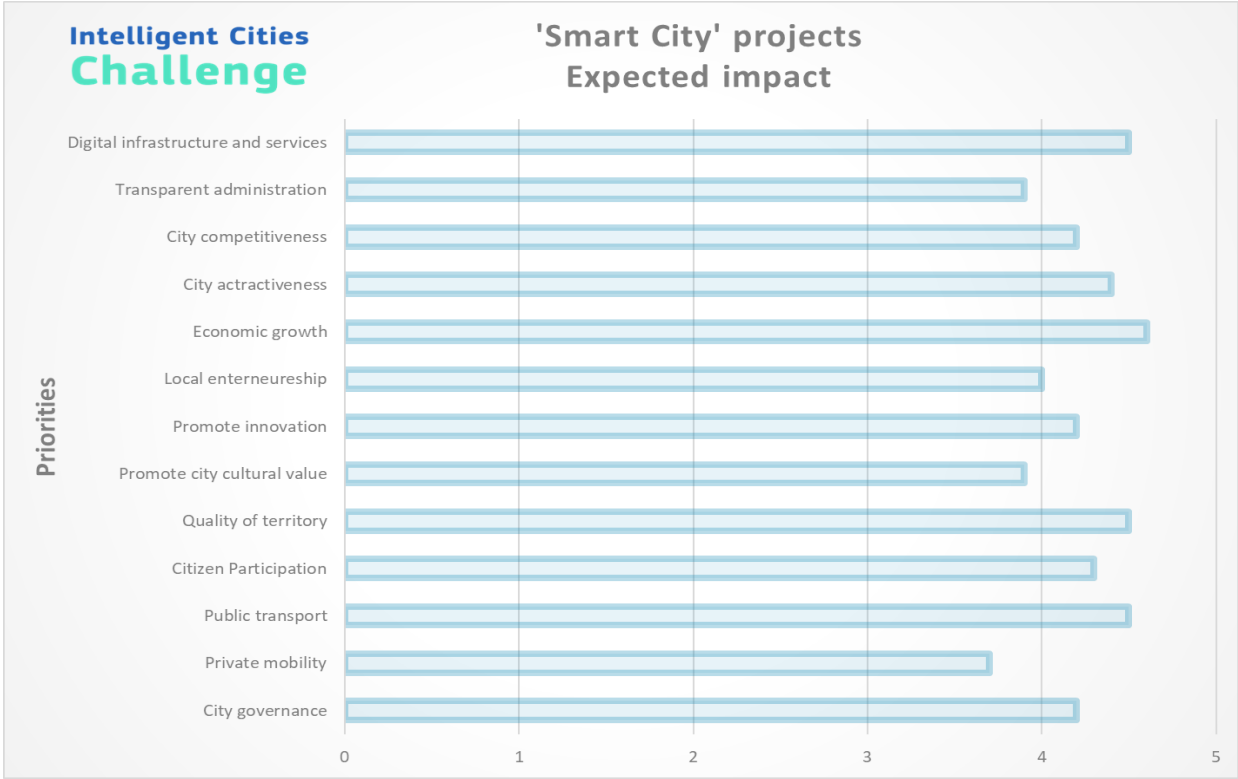
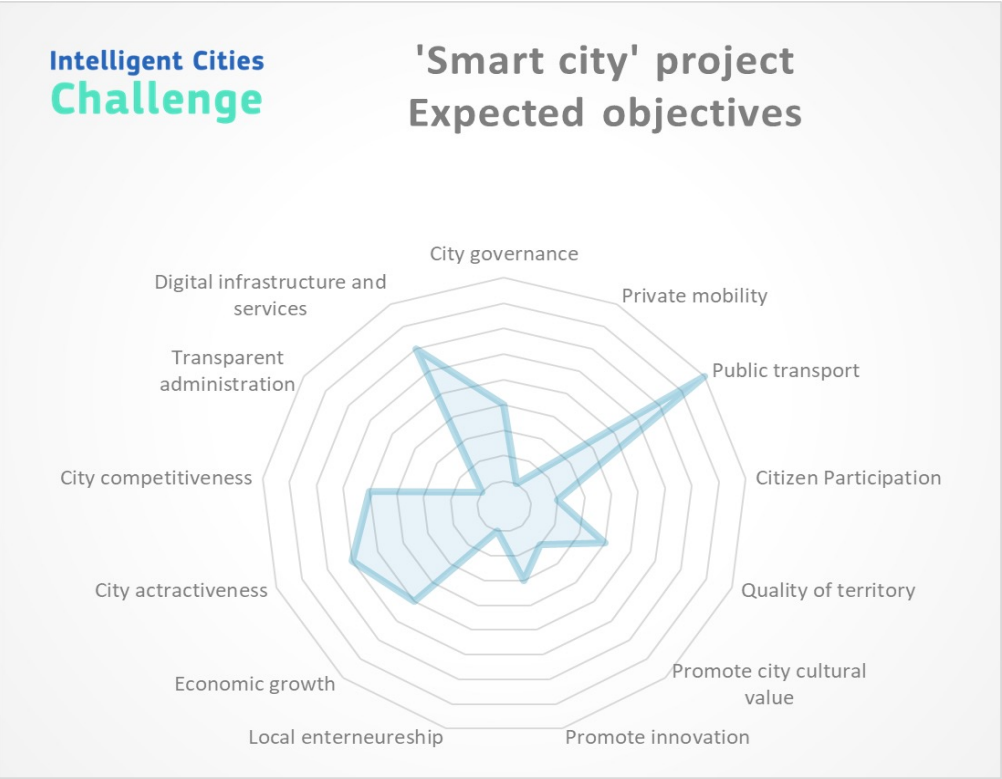
So what?

There is need to develop a culture of data and a coherent approach to data governance that underpins a truly data-driven public sector and reflects the critical elements for achieving system-wide benefits. The components of this framework are: securing leadership and vision; encouraging the coherent implementation of this data-driven public sector framework across Coastal Towns as a whole and within individual municipalities; putting in place, or revisiting, rules, laws, guidelines and standards associated with data; ensuring the existence of appropriate data infrastructure and architecture.

Coastal Towns can apply data to generate public value through three types of activity:

- 1) using data in the design of policies, planning of interventions, anticipation of possible change and the forecasting of needs;
- 2) using data to inform and improve policy implementation and the activity of providing public services;
- 3) the use of data in measuring impact, auditing decisions and monitoring performance.

City Needs: bottom-up perspectives



A survey has been conducted to understand which should be the objectives of Smart/Intelligent city projects according to stakeholders. Results will be used also for the future Smart City action plan.

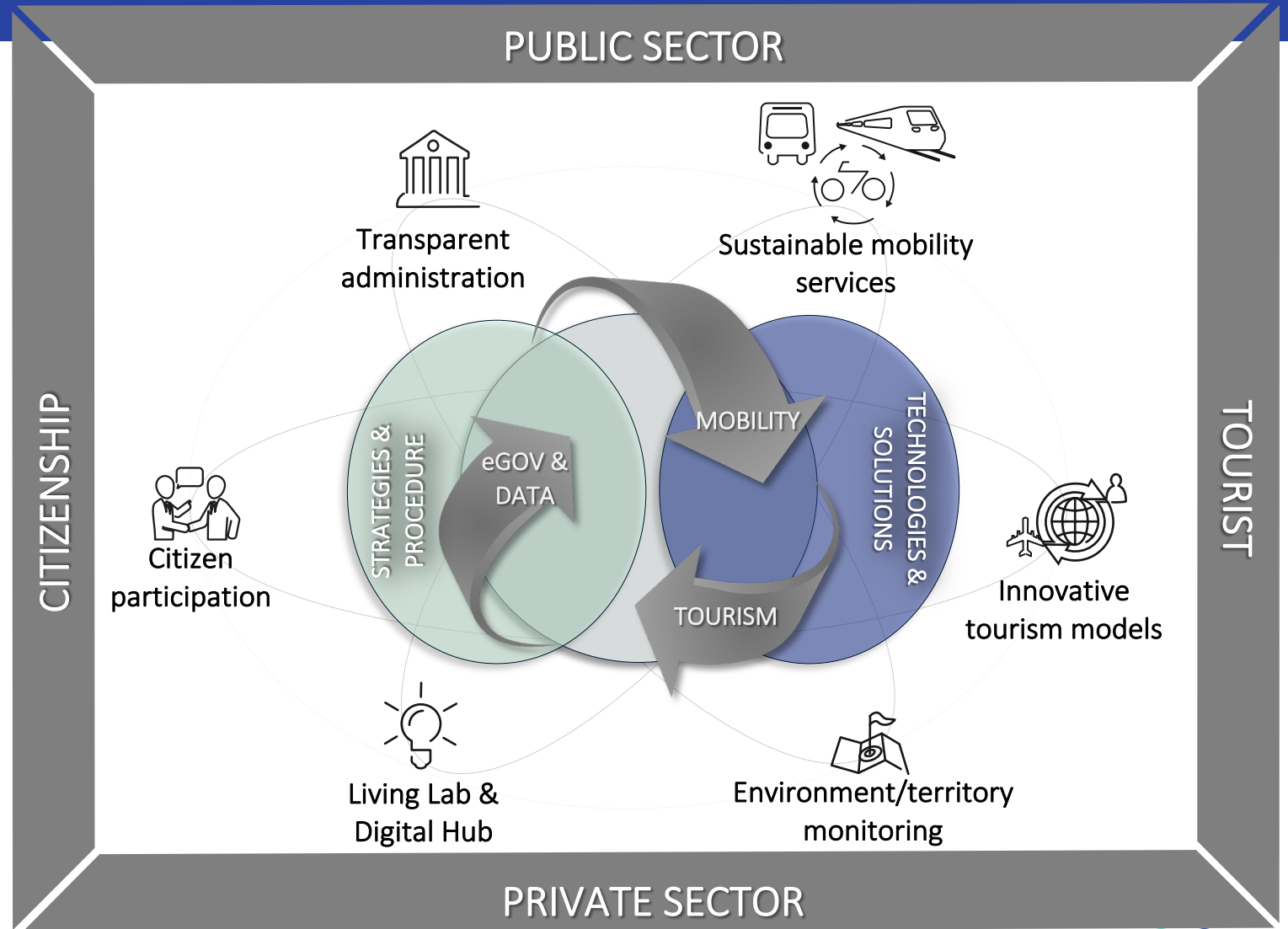
Most relevant topics: **Public transport, Digital Infrastructure and services and City attractiveness**

Most expected impacts on: **Economic growth, Digital Infrastructure and services, Increase quality of territory and Public transport.**

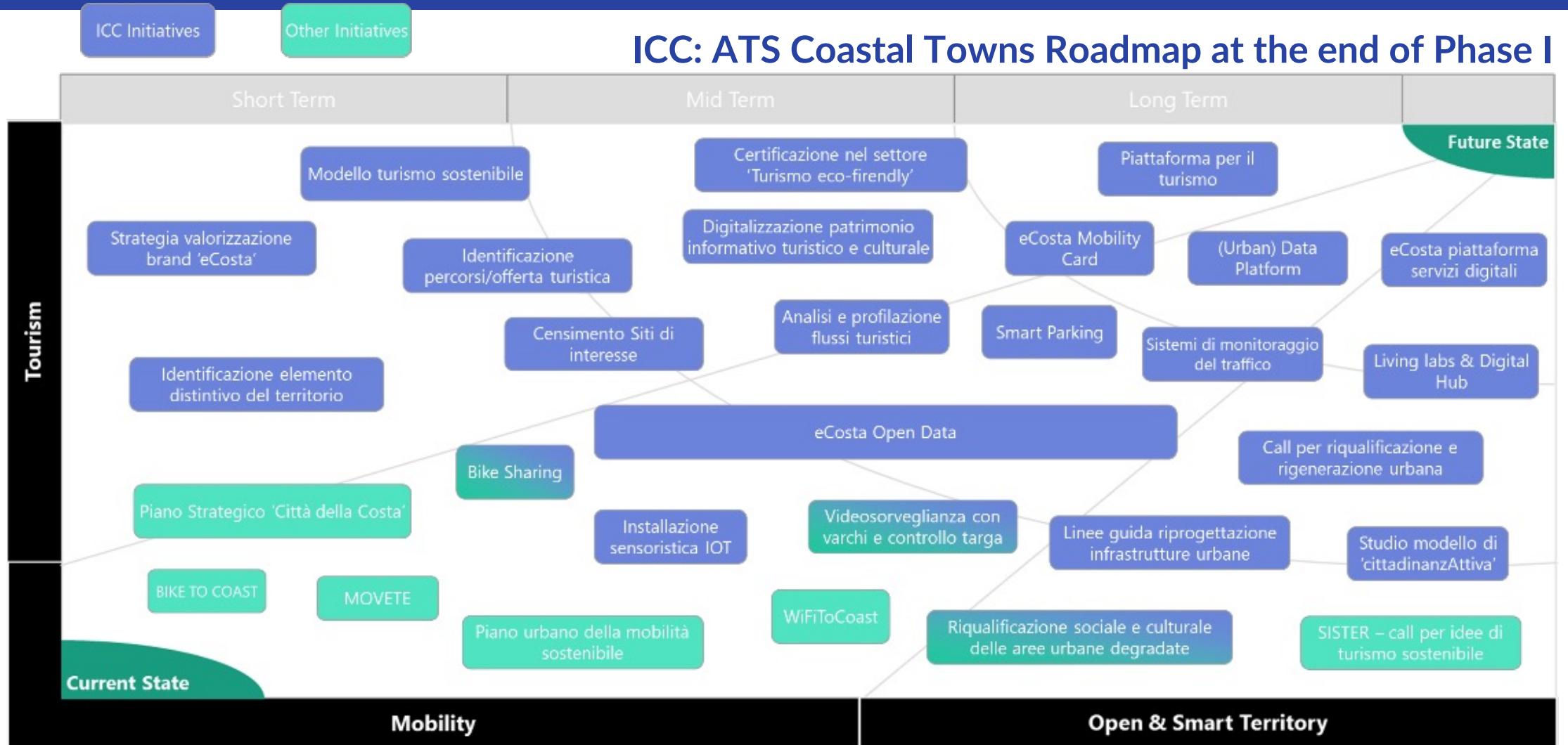
City Needs: bottom-up perspectives

The consortium wants to lay the foundations for an **integrated model** as an enabler for the development of an ecosystem with objectives on development of green and sustainable tourism, according to innovative criteria.

A **common approach** to address the challenges on tourism (including mobility, urban management, digitisation of public services) based on the concept of «digital foundations», based on the integration of data, technology and infrastructure



Solution strategy: first draft of roadmap



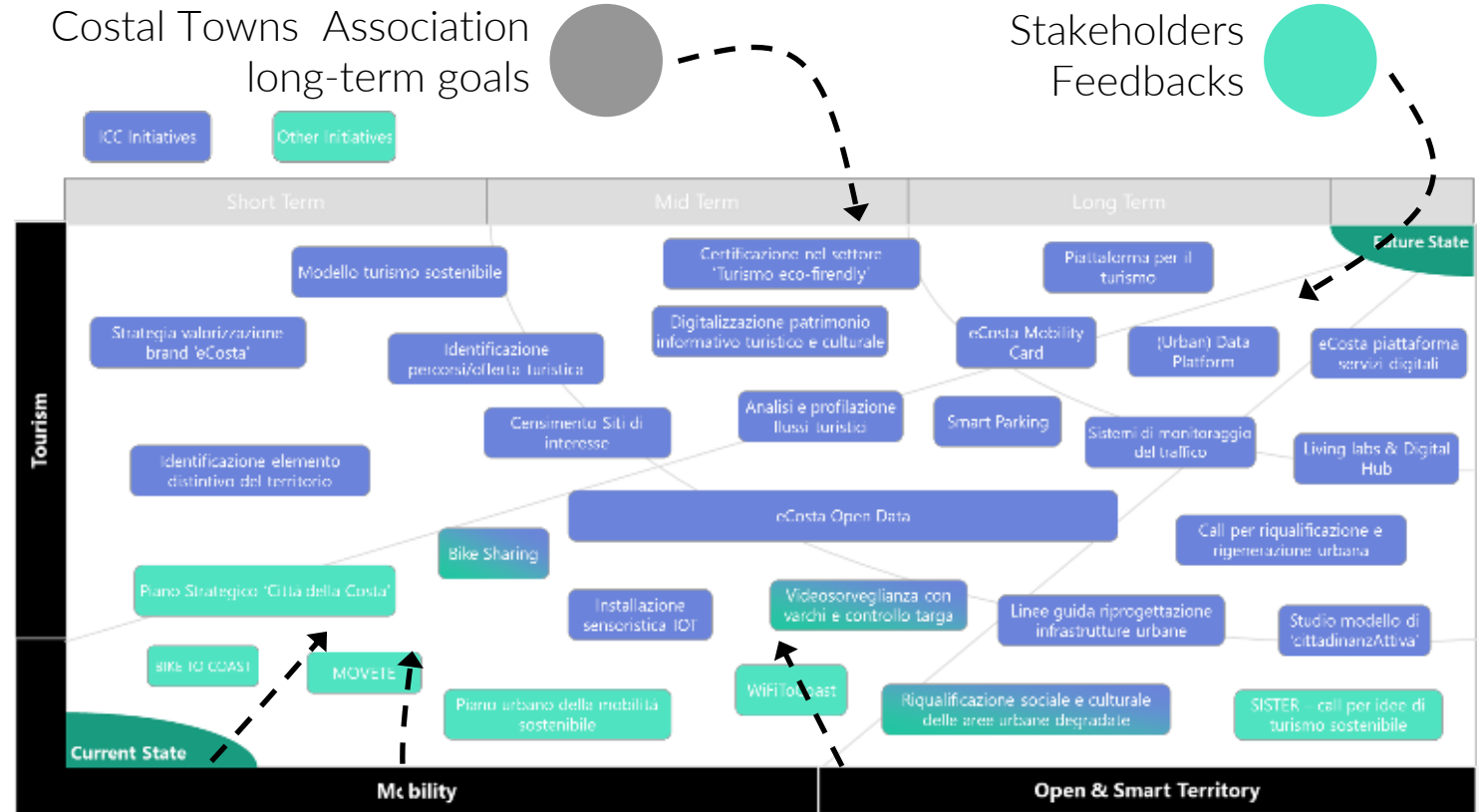
Solution strategy - refinement

ATS Coastal Towns Roadmap – Further Refinements



The initial Roadmap listed all kinds of initiatives derived from past-on going initiatives and identified solutions.

Later considerations led to refine the Roadmap, setting Priorities and a much more reliable strategy to govern, group and implement actions, initiatives and solutions.



Roadmap of activities

Strategy to delivery

Priority initiatives

Solution strategy – reviewed roadmap for Implementation Cycle

ICC: ATS Coastal Towns Roadmap – Solutions and initiatives

