

# Guidelines on Tourism **Heidelberg** „Tourismusleitbild“



## Preface

After one years intense preliminary work, the City of Heidelberg now introduces the "Tourismusleitbild" (Guidelines on Tourism), which has been adopted by the City Council on February 11, 1993.

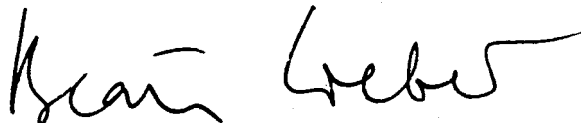
The "Tourismusleitbild" is part of a town development concept that integrates all the different aspects of local policy. It is supposed to bring together the interests of the citizens of Heidelberg with those of its many guests as well as to guarantee an environment worth living in.

The new guidelines on tourism given by the City of Heidelberg have resulted from discussions between well-informed experts, scientists and the citizens of Heidelberg. Between June 1991 and June 1992, no less than 10 panel discussions, in which the audience participated animatedly, were held. The following subjects were on the agenda: The new challenge of City tourism/Streets and squares of Heidelberg: problems caused by street-partying/Tourism and traffic/What does Heidelberg's cultural life offer for tourists?/Science and economy - possible locations/Does HD need a new festival hall?/City-Marketing/The Heidelberg myth/Heidelberg and its districts/Is smooth tourism Utopia?

Until recently, the interests and needs of the people who live in much visited historical cities have not been sufficiently taken into account. The new basic idea of the guidelines on tourism, which is "wherever citizens do enjoy themselves, tourists as well will enjoy themselves" has been welcomed all over the federal territory. With this forward-looking concept Heidelberg sets an example to many tourist-centres and various cities have already asked for further information.

This publication pays tribute to the new views on tourism which is not only considered to be an aspect of city-marketing. The guidelines on tourism refer to the development of the city as a whole which takes into account the ideas people themselves have about their city as well as the preservation of an environment worth living in.

Our new concept includes proposals for measures to be taken and shows the direction of future decisions. It will equally increase the quality of the city for the people who live here and for the tourists. The guidelines on tourism will guarantee all guests that they will find Heidelberg as they want to find it: a lively, cosmopolitan and friendly city.



Beate Weber  
Lady Mayor of the City of Heidelberg



## Contents

	Page
1. Introduction	7
2. Guidelines	11
3. Economic dimension	15
3.1 Main objectives in economic terms	16
3.2 Subsidiary objectives	17
3.3 Suggested measures to be taken	19
4. Sociocultural dimension	23
4.1 Main objectives in sociocultural terms	24
4.2 Subsidiary objectives	25
4.3 Suggested measures to be taken	28
5. Ecological dimension	29
5.1 Main objectives in ecological terms	30
5.2 Subsidiary objectives	31
5.3 Suggested measures to be taken	32
6. References	35
7. Appendix	37



## 1. Introduction

## 1. Introduction

The present "Guidelines on Tourism Heidelberg" is based on the existing discussion draft from 1990.

In comparison with the draft,

- the objectives were ordered in terms of levels and dimensions
- regional and ecological aspects were taken into consideration to a larger extent
- greater distinctions were made within the category of "day trip" tourism
- the identity of the town and residents' identification with their town continued to be emphasized and
- the present state of discussion regarding the possibility of a new arts centre was summarized.

The title was also changed. The term Fremdenverkehr (the tourist trade; Fremde means "strangers" or "foreigners") is now used less and less, because it is important for all those involved in the policy-making area of tourism that co-operation between residents and visitors, not strangers, be emphasized.

The quantitative, analytical statements made in the first version about trends in supply and demand are still valid. They have not been repeated here.

In the guidelines, the objectives have been arranged in the form of a tree diagram, at the top of which all the primary objectives are summarized. Each objective is assigned a particular place in this hierarchical representation, thus clarifying the relationship between objectives and means. An absolute distinction between the objectives and the measures to be undertaken is, however, not always possible, since as soon as one objective contributes to the realisation of another, it becomes to a certain extent a measure in itself. Therefore, the substance of any objective is more important in each case than the position it is assigned.

The realisation of objectives set up as part of tourism policies sometimes stands in the way of other municipal objectives. The purpose of these guidelines is to point out where such areas of conflict exist and to work towards creating the appropriate conditions for compatible objectives to be realized.

Above and beyond that, the guidelines set out to explain to all those involved which objective concerning the further development of tourism in the future is to be realized in which way. The prospects for the development of tourism in Heidelberg as well as the direction it is taking and its limits are outlined.

The guidelines are a commitment made by the municipal authority of its own free will as the party responsible at a local government level; it provides private industry with a framework of reference.

The guidelines form the basis for a marketing strategy to be developed to this end, aimed inside and outside the town, and it gives advice on, among other things, the promotion of the economy, the outline plan for the Old Town, transport planning and the development of culture.

There are only a few towns to date that have thoroughly investigated the question of urban tourism and have produced integrated and extendable guidelines on tourism. Although plans for the development of tourism have existed for a long time now, these either

- have to be considered in conjunction with regional structural policy, i.e. they are extremely growth- and extension-orientated or,
- as has been the case recently, are mainly set up in holiday regions and are increasingly ecologically orientated, i.e. committed to reducing the negative effects caused by placing too great a strain on nature.

Urban tourism, on the other hand, has usually only been considered in connection with local image policies up to now; with these guidelines, therefore, Heidelberg is breaking new ground.

## Guidelines on Tourism

Analysis of the present situation



Perspectives for development



Limits of development



Conception of objective



Measures



Effects



Evaluation



Recommended measures



Decision: guidelines and suggested measures to be taken



Putting into practice



Regular check on progress, examination and extension of the guidelines to continually establish agreement anew





## 2. Guidelines

Heidelberg wishes to reorientate itself towards a socially acceptable and environmentally friendly style of tourism. At the same time, integration into a scheme of overriding targets set by urban development policies is to be ensured. For all the measures that need to be taken, the qualitative aspect is more important than the quantitative one.

## 2. Guidelines

Heidelberg wishes to reorientate itself towards a socially acceptable and environmentally friendly style of tourism. At the same time, integration into a scheme of overriding targets set by urban development policies is to be ensured. For all the measures that need to be taken, the qualitative aspect is more important than the quantitative one.

Reasons:

In order to achieve this aim, the infrastructure of tourism needs to be reorganized. The promotion and moderate further development of tourism must proceed hand in hand with the simultaneous reduction of the harmful effects of tourism. On balance, the relief of such effects must be greater than the increase in these effects.

As a result of the diversity of the landscape, the town and the culture in Heidelberg as well as the wealth of its history, Heidelberg has for centuries been an attractive travel destination. For many people Heidelberg is synonymous with the age of Romanticism in Germany.

The model recognizes the traditional status of tourism in Heidelberg. It is important to secure its reputation as an interesting travel destination and with it the foundations of the tourism branch of the economy.

Experience in other tourist towns and regions and the extensive public discussion that has taken place during recent years has shown that safeguarding tourism, for the future as well, requires that tourism be placed in the context of overall urban development. Otherwise disadvantages arise, not only for the inhabitants, but also for tourism itself. Initial signs of this can already be seen in Heidelberg, and it was these signs that triggered off the comprehensive debate on the subject and the guidelines.

In 1974, with the so-called *Variant D for the town as a whole*, an urban development target of striving for a future-orientated structural development designed to maintain or improve the living conditions of the residents "whilst still retaining the individuality of Heidelberg" was adopted (pp. II, III), a target that is still valid today and that is included in the model. Residents and visitors should be able to identify with Heidelberg; they should feel at home here.

In accordance with this integrated starting-point, the objectives of these guidelines are divided into three dimensions:

### Economic dimension

This is concerned with formulating the main objectives for the further development of the tourism branch of the economy, i.e. as far as the promotion of supply and demand is concerned, putting the main emphasis such that it is compatible with the other dimensions. The town's traditional importance as a travel destination is thus taken into consideration.

### Sociocultural dimension

This dimension deals with the foundations out of which the objectives of the other two dimensions - ecological and economical - have to be developed. The crux of this dimension is the preservation of Heidelberg's identity, which is indispensable for residents to be able to identify with their town. All other targets are to be assessed in terms of whether they might promote or detract from the distinctive characteristics of Heidelberg and the satisfaction of its residents.

### Ecological dimension

Experience in recent years has shown that a high number of visitors is not only economically advantageous, it also entails damage to the environment. This is also true for urban tourism. Apart from the well-known factors of noise and air pollution caused by tourists' cars, the question of waste management and the use of resources must be addressed. Heidelberg should assume an exemplary role in the development of ecological urban development.

The following three main objectives can be assigned to the three dimensions:

- 1. Present and future jobs in tourism are to be secured on a seasonal and long-term basis.**
- 2. The distinctive character of the town must be preserved. The identity of the town is to be promoted.**
- 3. An ecologically acceptable form of urban tourism is to be promoted in Heidelberg.**

The matter of regional co-operation is an aspect that is touched on in all of the dimensions.



### 3. Economic Dimension

Securing present and future jobs in tourism on a seasonal  
and long-term basis

### **3.1 Main objectives in economic terms**

The satisfaction of visitors must be ensured.

By means of a concentrated promotion of overnight tourism, the average length of time that visitors spend in Heidelberg is to be increased.

Seasonal working to capacity is to be improved by transferring the visitor potential onto the low season.

Too great a capacity as well as unnecessary competition within a location are to be avoided.

Reasons:

If visitors are satisfied, they will come back again; they are also the best and most cost-effective form of advertisement.

The diverse analyses that were carried out in the run-up to discussion of the guidelines revealed that the pattern of visitors to Heidelberg is characterized by numerous day-trippers and guests who only spend an average of 1.6 nights in Heidelberg. In addition, the overnight guests are concentrated on the summer months. Demand in the summer half of the year is on average 60% greater than in the winter half of the year. Thus, Heidelberg corresponds more to the picture of a tourist resort with a summer season than a typical German city. It is also known that overnight guests have a higher expenditure than day-trippers (Krippendorf, p. 6).

Additional main objectives define the direction that is to be fostered in the development of demand, a development that does not compete with the objectives of the other dimensions, but complements them.

In view of the scarce budgetary funds in all areas, all the maximum requirements for tourism cannot be met in every location. Each location does not have to offer everything. This is also true for Heidelberg. In the future, too, the hotels in the surrounding countryside will assume a supplementary role - especially in high season. In the future, too, all possibilities for regional co-operation must be examined thoroughly before decisions concerning high investment costs are made. The following maxim must apply: maintenance and renovation of existing buildings rather than the construction of extensions and new buildings.

The realization of these objectives requires corresponding emphasis to be laid as far as the development of supply and the influencing of demand are concerned, as formulated in the following subsidiary objectives:

## 3.2 Subsidiary objectives

The proportion of visitors staying longer than average in Heidelberg is to be increased. Target groups in this respect include visitors attending congresses and pursuing further education and those with time at their disposal, also out of season, such as pensioners, students and young people.

Reasons:

The aim of reversing the existing trend of visitors staying for fewer and fewer nights can only be achieved if Heidelberg manages to considerably extend its circle of visitors beyond the classic areas of educational and active tourism. It is above all the academic and further education sectors that are the obvious choice for this, sectors for whom Heidelberg is almost predestined and among whom Heidelberg has also become more significant in recent years. It is important to continue to extend this trend by creating the appropriate requirements regarding infrastructure and organization. In this way, the low season, too, can be better exploited than it has been up to now.

Further increase in the proportion of overnight visitors from within Germany and Europe.

Reasons:

The greater the number of visitors that come to Heidelberg from distant countries, the more prone to crisis the tourist branch is, especially when, on top of everything else, these visitors all come from the same few countries. Market diversification is an urgent requirement for tourism marketing, something that experience during the Gulf War clearly showed.

Day-trippers are to be actively encouraged to stay longer and to spend the night. "Day trip" tourism is to be limited; this especially applies to tourists and tourist groups that only spend a few hours in Heidelberg.

Reasons:

Research into tourism in Heidelberg has shown that a large number of tourists coming to the town content themselves with visiting the castle and the centre of the Old Town. If day-trippers are to be encouraged to stay longer, their attention must be drawn - on location, as it were - to additional possibilities of things to do.



Existing further education and academic resources are to be better used.

Reasons:

Close co-operation with the university as the organizer of numerous facilities for further education appears to be of great significance for the future as well.

Opening up the university in the long term as an establishment for series of further education activities could, by arranging them before and after high season during the university vacations, have the effect of reviving the town. Co-operation models are likewise to be arranged in co-ordination with the many other organizations involved in further education. During the panel discussions, participants repeatedly referred to the fact that Heidelberg is "underselling" itself in this area.

The infrastructural conditions at the level of organization, availability of rooms for functions and the framework of accommodation are to be improved in order to win over on a long-lasting basis group of visitors who stay in Heidelberg longer.

Reasons:

The panel discussions and the "Report on the Need for and Programme of an Arts Centre in Heidelberg" revealed gaps in the framework of accommodation, shortcomings in the organization of conferences and problems from the point of view of adequate rooms for organized events and congresses.

Measures that contribute - without disturbing residents or harming the surrounding countryside - to impressing on visitors the wide variety of things to do that the town offers are to be supported.

Reasons:

If there are to be incentives to increase the length of visitors' stays and seasonal balance is to be improved, additional possibilities of things to do in Heidelberg must be created. An explicit exception to this are additional fairs in the Old Town. These should also not take place in the existing areas for recreation near the town.

The central idea in increasing the variety of things to do should be to fall back on existing possibilities, which, independent of tourism, have arisen historically or naturally and are primarily used by the people of Heidelberg. An extension of the infrastructure is not something that is striven for in this connection. Visitors who wish to participate in the life of the town for a limited period of time should be able to do so. They should be encouraged to take a thorough look at the town.

### 3.3 Suggested measures to be taken

#### Suggested measures to encourage visitors to stay longer

- Differentiation in price and product in the hotel business should take longer stays into account to an even greater extent than it already does now. The objectives of promoting low season tourism and environmentally friendly travel to the town by train can also be supported by corresponding price scales.
- An extremely clear booking and information system is to be developed to provide information quickly and reliably about vacancies according to the category of hotel and special offers linked to length of stay.
- Indoor advertising is to be increased. In particular this includes advertising at hotel receptions, video clips inside hotels, outside advertising in park and ride areas, local public transport centres and tourist destinations.
- The possibility of deciding to attend a cultural event at short notice should be facilitated by better and more accessible information and easier advance ticket booking.
- Tourist guides should receive regular training on how to encourage visitors at the end of their guided tours to stay longer.
- Bus companies and travel organizers should be informed accordingly.
- A competition should be held for ideas on how to encourage visitors to stay longer.
- Market diversification is an urgent requirement for tourism marketing.

#### Suggested measures to improve the infrastructure in terms of organization

- A services agency should be formed to develop topics from the fields of economy, science and politics and to connect them to Heidelberg on a long-term basis. As well as Heidelberg Council and industry, the university and other academic institutions and private academic services departments, for example those involved in the media, could be a party to this. The support of the state of Baden-Württemberg should also be sought. The Kultur-Congressbau Consult report suggests concrete formulations.

#### Reasons:

Its primary task would be to determine the topics for future conferences and to develop the appropriate form of organization to realize these ideas. It is a matter of organizing and canvassing for attractive, small conferences, meetings and satellite symposiums as well as the preparation of a company dealing with organized events to connect the topics to Heidelberg in an intelligent and unusual way. The panel discussions highlighted the fact that intelligent management that shows the material and immaterial resources Heidelberg has to offer to their best advantage in a kind of services agency is becoming increasingly important. To this end it is vital to co-operate within the region in order to make optimal use of the respective facilities both thematically and spatially and to create a synergic effect.

- A conference calendar is to be published every month, listing all the congresses, symposia and conferences in Heidelberg.

#### Suggested measures to improve the infrastructure in material terms

- Planning the dimensions, the financing by private industry and the location of a new art centre
- Improvement of the technical equipment in all existing rooms used for organized events

#### Reasons:

At present, Heidelberg offers facilities for conferences in the municipal hall for up to 450 participants (parliamentary seating), in four hotels for up to 300 conferees (parliamentary seating) and in various lecture theatres at the university for up to 800 participants.

The present Kultur-Congressbau Consult report as well as various experts see in the availability of rooms for organized events limits which will hinder the desired restructuring of the pattern of visitors in favour of those attending congresses and pursuing further education. In particular, areas for exhibitions are lacking, something that is becoming more and more important in order to finance congresses. At present it is not possible to hold congresses attended by more than 1000 people in Heidelberg. For this reason, the experts present at the podium discussion on this topic spoke in favour of a centre for organized events attended by 1000 participants.

At the same time, various other experts warned of the dangers of projects that are too large.

In future Heidelberg must offer the infrastructure necessary for international academic, business and social gatherings, so that this town can put its qualities on show inside and outside the town and constantly receive new momentum in this way.

In view of the town's present tight financial situation, a decision about investment must be postponed for the moment; alternatively, a solution from private industry could be sought in which profitable and less profitable areas combine to give a positive overall balance. The question of determining the dimensions of a new centre also has to be definitively resolved and the selection and securing of a location has to be initiated. At the same time the possibility of achieving the desired objective more rapidly by means of organizatory innovations and specific improvements in the existing conference facilities must be seriously examined.

- The accommodation available is to be supplemented by establishments offering reasonable rooms (among other things, hotels for young people) as well as ones that are suitable for a longer stay (good value boarding house concept). Locations outside the Old Town are to be preferred in this matter.

Reasons:

According to our present knowledge, an increase in the number of beds available in Heidelberg by about 600 beds, i.e. approximately 300 rooms, to reach a maximum of 5000 beds would seem to be sensible in the long run. This should make possible a qualitative increase in the availability of accommodation. The panel discussions clearly showed that there is a lack of reasonable overnight accommodation, something that is important above all for young scientists and for visitors from Eastern Europe. For relatives of people undergoing rehabilitation in the various clinical institutions as well as for scientists, reasonable accommodation for stays extending over a period of some time is an important factor. This would also be suitable for families.

### Suggested measures to increase the variety of things to do

- The number of guided tours of (parts of) the town on foot or by bicycle in connection with unusual topics should be increased; the citizens of Heidelberg could also be encouraged to participate in such tours.
- Experience regarding the events that have been organized thus far on the *Heiligenberg* (i.e. *Thingstätte*: amphitheatre at the top of the *Heiligenberg* mountain) should be evaluated in order to establish a concept of how this location could be better used to specific ends and without disturbing nature and residents.'
- A guide to parts of the town entitled "Heidelberg zu Fuß" (Heidelberg on foot) is to be commissioned.
- Attention should be drawn to areas of particular natural beauty in the surroundings of Heidelberg to a greater extent than has been done up to now. This includes, for example, tying bicycle paths and public footpaths into an activity concept (information leaflets, signposting, marking paths). The immediate surroundings are also to be conceptionally included in this (guided walking tours, boat trips on the river Neckar, etc.) as are the conservationist groups (BUND, DBV, etc.).
- Talks are to be held with local sports clubs with the aim of possibly opening up the objectively extensive sports facilities for visitors as well (visitors' tickets, courses, the possibility of spontaneously deciding to join in).
- Particular attention is to be drawn to the aspect of educational tourism (the university - its history and the present-day) within the context of guided tours of (parts of) the town by involving the university to a greater extent. Suitable possibilities would be, for example, presenting the ongoing work of the institutes in a generally intelligible way.
- Specific information, both in German and other languages, should make visitors aware of cultural events.

- By means of the appropriate arrangement of key premises (e.g. the restoration and furnishing of a building from the cellar right up to the attic in keeping with the original style of the *Gründerzeit*; Grunderzeit: the years of rapid industrial expansion in Germany from 1871 onwards), tourists' wishes to also be able to look round houses in the Old Town could be met. The *Prinzhorn* collection could also be made accessible to a wider public there.
- The desire for Viennese cafe-style dancing available for older people, a desire expressed by the resident population as well, is not an uncommon one. Thus, a tea-room with musicians could supplement the range of facilities available.
- Prof. Glaser (Nürnberg) has had the idea of conveying the history of a town not only by plaques, but also by objects distributed around parts of the town; ways of putting this idea into practice should be investigated. (Panel discussion on 23.10.1991.)
- It should be investigated whether the old, historical, open summer carriages belonging to the HSB (*Heidelberger Straßen- und Bergbahn Aktiengesellschaft*: Heidelberg Tram and Mountain Railway Joint-Stock Company) could be put to use again for purposes other than tourist rides.

## 4. Sociocultural Dimension

Preservation of the distinctive character of Heidelberg and fostering of the town's identity

## 4.1 Main objectives in sociocultural terms

The identification of the people of Heidelberg with their town and its visitors is to be fostered.

The individuality of the parts of the town is to be guaranteed.

Local negative effects caused by tourism are to be avoided and, where already present, reduced.

Reasons:

The lack of identification with the town as a cultural and dwelling place on the part of its population was seen by those who participated in the panel discussions as a fundamental shortcoming. This lack creates difficulties as far as sensible debate on the advantages and disadvantages of promoting tourism is concerned, a debate that is necessary in the future as well.

The distinctiveness of the town is determined not only by its appearance and landscape, but also by the “peculiarities that can only be perceived intuitively” (*Variant D for the town as a whole*, p.9), which give it its own atmosphere. Without becoming rigid like a museum, the individuality of Heidelberg should “encourage and enable the town’s residents to identify with their community” (*Variant D for the town as a whole*, p. 10).

The distinctive characteristics of Heidelberg are its landscape, the form of the town, its student atmosphere, its compactness, its unobtrusiveness and its homeliness. Its distinctive atmosphere is contributed to by the international visitors that come to this university town. This charisma must be preserved.

As far as fostering the advantages and avoiding the disadvantages of tourism is concerned, this must not lead to injustice with respect to individual parts of the town. At present, the Old Town bears the greater part of the strain of tourism, while the town as a whole profits from it. Improvements in the living conditions of the residents of the Old Town are to be undertaken in this area.

According to the results of analysis, Heidelberg shows signs of becoming “overheated”, especially in high season, something which reveals limits in its capacity. However, these signs are all due, without exception, to the local holiday traffic overlapping with sight-seeing tourism (day-trippers). In addition to obvious traffic problems, these signs come to light above all in the form of a general overcrowding of public places, which considerably detracts from the objective and subjective quality of time spent in the town.

## 4.2 Subsidiary objectives

A varied and high-quality programme of cultural events is to be fostered, encouraging the identification of the people of Heidelberg with their town.

Reasons:

According to Prof. Glaser, “identity is the quantity, quality and continuity of minor experiences. It is not a spectacular, one-off event, it is a continual series of many qualitatively rich and important occurrences...” (panel discussion on 23.10.1991). It is a matter of developing an ambitious and thematically structured programme of cultural events that is orientated first and foremost towards residents’ needs and which gets by with the existing infrastructure.

Exploring the parts of the town is to be encouraged.

Reasons:

Many people in Heidelberg are not yet familiar with all the areas of their town. They should, therefore, become an important target group as far as encouraging people to explore the individual parts of the town is concerned. Our place of residence thus becomes a new destination for short holidays. As the organized event on the subject of tourism in parts of the town showed, interested visitors with time and leisure are always welcome in the individual parts of the town.

The “resident’s bonus” is to be safeguarded.

Reasons:

People who know the town well are aware of many things that tourists are unaware of. They know about intimate, hidden corners, a particular beer garden, their favourite bench with a view, etc., and they want to keep this knowledge to themselves. The guidelines provide for this “resident’s bonus” to be safeguarded. If visitors think that they have found the *genius loci* of Heidelberg, they should be able to attribute this to their own pleasure in making discoveries, not to a ‘Baedeker’ guidebook. Diverting the stream of visitors into side streets is not intended.

“Day trip” tourism is to be carefully controlled and limited by:

- restructuring fairs
- encouraging day-trippers from within the region to use local public transport
- no advertising aimed at day-trippers from outside the region.

Reasons:

In order to take specific measures towards controlling “day trip” tourism, the various groups of visitors coming to Heidelberg must be addressed in different ways. The following groups must be differentiated:



- locals from within the region who, for whatever reason, spend time in the town during the day and/or in the evenings,
- visitors from outside the region who stay the night in accommodation outside Heidelberg, but within the region, and
- visitors from outside the region coming to Heidelberg and the region on a day trip.

If the existing signs of becoming “overheated” are to be reduced and avoided in future, tourism policies must place corresponding emphasis for each different group:

- locals from within the region who either work or train in Heidelberg, make use of the central establishments (clinics, theaters, etc.) or come to shop are not the target group of these guidelines on tourism. It is a different matter when they are attending fairs here, although the question must be asked as to whether fairs in Heidelberg have to be organized such that they reckon with the maximum number of visitors and hence require regional advertising;
- visitors from outside the region staying in accommodation within the region will visit Heidelberg as they always have done. The information provided for these visitors should quite specifically concentrate on the method of transport to the town (local public transport) and the type of visit (leisurely);
- day-trippers from outside the region are the group which - as has already been the case up to now - are consciously *not* to be addressed as a target group. All the experts agreed that although tough, restrictive measures to control “day trip” tourism are unacceptable, a certain gentle influencing is unavoidable. One possibility to resolve this problem would be to differentiate between day-trippers who have already come to Heidelberg and potential day-trippers. While advertising is consciously avoided in the case of the latter, indoor advertising and information concentrates on those who only (intend to) make a short visit to the town. It is important to persuade this group to stay longer. On no account should they be treated as second-class tourists and be shown less hospitality than overnight guests.

The organization of fairs in Heidelberg should be orientated first and foremost towards the needs of the residents and should be linked to existing traditions.

Reasons:

Residents of the Old Town in particular complained of the danger of fairs degenerating more and more into meaningless, consumption-orientated set-ups with the sole purpose of promoting sales. This opinion was subject to great controversy during the relevant panel discussion, but people unanimously agreed on the purpose of such events: when Heidelberg celebrates, it celebrates for itself. Guests (but not hordes of them) are very welcome.

The rapid “consumability” of Heidelberg should be counteracted.

Reasons:

The main reason for many people only staying a short while in Heidelberg is the fact that the town appears, at a superficial level, to be rapidly “consumable”, something that stems from the fact that the main sights are concentrated within a relatively small space. However, Heidelberg has countless impressions and things to offer that are only obvious at a second glance or that require people to read up and concern themselves with the town’s history. Heidelberg has a great number of corners and lanes, paths, views and charming parts of the town with interesting buildings-off the beaten

tourist track. Such things can and should, however, only be accessible to a certain type of visitor as something to be discovered: the visitor with time and leisure, and not the visitor in a hurry.

Time spent in the area of the Old Town is to be made more pleasant for residents.

Reasons:

An estimated 3.5 million external visitors (including local tourists) visit the centre of the Old Town every year.

This presents a danger that, in the long run, could have negative effects on the attractiveness of the Old Town and which might stand in the way of the realisation of the objective of people staying longer. At the point - if not before - at which the crowds of people make it impossible to walk normally, and to stop and walk on as one pleases, we can speak of public places being overcrowded. This has as yet only occasionally been the case in Heidelberg, particularly during the larger fairs.

Local supply of essential everyday goods in the Old Town must be improved.

Reasons:

For many historical town centres with a large number of visitors, the danger exists that their supply infrastructure is organized in a one-sided fashion to meet the needs of visitors, thus neglecting important local facilities supplying goods to residents (c.f. Piller, p.2).

### 4.3 Suggested measures to improve living conditions in the Old Town

- No further activities which attract crowds of visitors to the Old Town
- *Heidelberger Herbst* (Heidelberg autumn fair) is to be restructured so that the time spent in the centre of the Old Town by visitors and residents alike becomes more pleasant again. Moreover, the possibility of moving parts of the *Heidelberger Herbst* to other localities or rescheduling them for different times should be examined.
- In the centre of the Old Town, more seats are to be provided outside without people being forced to buy something.
- The supply of essential everyday goods to the Old Town is to be improved. Should the situation arise, the council will purposefully act as the lessor of rooms used for commercial purposes by buying up or renting appropriate premises.

## 5. Ecological Dimension

Promotion of an ecologically acceptable style of tourism

## **5.1 Main objectives in ecological terms**

Damage caused by car and coach traffic on the move and at a standstill is to be reduced.

Protection of the environment is to be taken into consideration in all areas of tourism.

The use of resources in the hotel and catering trade is to be steadily reduced and to be kept at the lowest possible level.

Reasons:

An intact environment is not only something worthy of protection in its own right, it is also the most important capital in the tourism branch of the economy.

In order to maintain ecological surroundings suitable to live in and worth travelling in, existing sources of harm need to be removed and tourism must be tied up with preventative environmental protection policies.

As far as measures concerning the infrastructure are concerned, maintenance of existing premises is to be preferred to expansion.

The realization of these main objectives must become a matter of concern for everyone, i.e. for visitors as well as local tourist services companies.

## 5.2 Subsidiary objectives

In the future planning of transport development, environmentally friendly travel by visitors to the town is to be of utmost priority.

Damage caused by car and coach traffic on the move and at a standstill in and around the Old Town is to be minimised.

Reasons:

Solving the traffic problem is a crucial requirement for urban tourism that is both attractive and environmentally friendly. This was clearly shown by the panel discussions, during which this topic was addressed almost every time. The results of a survey carried out by the ADAC (*Allgemeiner Deutscher Automobi/c/ub*: German automobile association) among tourism authorities ("Urban tourism", p. 25) have also revealed that in more than half of the towns involved in the survey, traffic and parking problems were among the commonest manifestations of overload.

It is not only a matter of dealing with tourist traffic; the other traffic problems in the town must also be dealt with - this is an essential condition in order to ensure the quality of life in a town, without noise and air pollution, on a long-term basis.

Visitors and tourist services companies should be made aware of issues concerned with the protection of the environment.

The amount of waste produced and the energy and water used in local hotel and catering firms is to be steadily reduced and kept at the lowest possible level.

A better range of wholefood meals is to be offered, paying special attention to agricultural, and in particular biologically produced, products in the region.

Reasons:

In the classic holiday areas, ecologically orientated hotel businesses are now already a plus factor in advertising; this should also find its way into urban tourism. As far as conversion and modernisation as well as supply and waste management are concerned, ecological criteria should be taken into consideration to a greater extent. Tips should also be given to tourists on how to act in this respect.

The first steps have already been taken with the setting up of the study-group on ecology and the publication of the first information leaflet by the tourist information office; further steps in this direction should follow.

### 5.3 Suggested measures to be taken

Suggested measures to deal with traffic resulting from tourism

- A system for redirecting coaches is to be developed to direct all coaches - apart from justified exceptions - to parking areas on the edge of the town and to ensure that only buses carrying overnight guests and tourist guides from Heidelberg are allowed to drive into the town centre.  
The new parking areas that are to be created should
  - be designed as "reception areas", i.e. should be pleasant to spend time in (shade, seats, etc.)
  - be directly connected to the local public transport track network and/or an efficient shuttle service by boat,
  - have information terminals
  - have a system of fees graded according to the length of stay (the longer the stay, the better value).

The *Neckarmünzplatz* is to continue to be a place where passengers can board and alight from buses with permits. The new system for redirecting buses will be sign-posted extensively, and a corresponding information campaign for bus companies and travel organizations will reinforce it.

- For visitors who, in spite of advertisement for local public transport, travel to the town by car, *park and ride* areas at the edge of the town are to be reserved for cars with number plates from outside the region.  
These *park and ride* areas for visitors
  - will also be signposted extensively
  - will be designed as reception areas with information terminals and facilities for hiring bicycles and
  - will have an excellent connection to local public transport that can be used by the disabled.
- Locations are to be provided immediately for *park and ride* areas for buses and visitors' cars. This having been done, the remaining parking spaces within the Old Town and at the castle are to be removed and the management of parking area is to be intensified.
- The regulations that have already been put into practice on the *Schloßberg* are to be evaluated; a decision should then be made as to whether these regulations should be extended to apply throughout the week.
- The mountain railway to the castle should run at shorter intervals, according to demand.
- The technical feasibility of having a regional railway station at the *Schloßberg* should be investigated as quickly as possible.
- The tariff system for local public transport is to be altered such that no special ticket is necessary for the mountain railway.

- The local public transport ticket system is to be made easily understandable for those visitors who do not speak German.
- A shuttle service by boat is to be set up on the river Neckar providing peripheral access to the Old Town, Neuenheim and Bergheim. This will form an important connection between *park and ride* areas, hotels, the congress hall and establishments for tourists. This measure will also be conducive to a leisurely stay in Heidelberg.
- Information about Heidelberg should emphasize even more clearly the availability and the necessity of travelling to the town with the *Umweltverbund* (environment co-operative).
- Facilities enhancing the mobility of disabled visitors are to be further improved.
- The transport authority should aim towards improving connections to nearby communities during the evening and at night in order to encourage evening visitors from within the region to use the *Umweltverbund* (environment co-operative) to a greater extent.

#### Suggested measures to promote an ecological hotel and catering trade

- Within the context of extending the waste management concept in Heidelberg, care will be taken to ensure that visitors can cater for themselves during the day and at fairs without using one-way containers (e.g. by means of a packaging tax such as that practiced in Kassel).
- Every year, Heidelberg council gives an award to a hotel (regardless of size) that strives towards a socially acceptable and environmentally friendly form of urban tourism in an exemplary manner. In addition to the classic ecological criteria, the following factors are also to be considered: the meals available (wholefood meals using regional products, typical local cooking), information provided for guests, initiatives taken to encourage guests to stay longer and to foster fraternisation between visitors and residents.
- A state of affairs should be worked towards in which the region's agricultural firms, especially those with biologically grown produce, inform hotels and restaurants on a regular basis about their products.
- The environmental leaflet that already exists will, in co-ordination with conservationist groups and the adviser on environmental affairs, be made more differentiated, addressing particular target groups individually, and will be distributed translated into several languages.
- The waste management authority offers regular short courses in several languages and without charge for those working in the hotel and catering trade to provide information on the necessity of avoiding rubbish and ways of achieving this.



- The environment authority informs the hotel and catering trade at regular intervals about current promotion programmes in the environmental field (ways of saving energy, cistern programmes, etc.).
- Ecological criteria are to be incorporated into the leases contracted between the council and firms in the hotel and catering trade (e.g. not using tropical wood when converting buildings, etc.).
- The legal department is investigating to what extent licences for publicans can be linked to ecological criteria.
- In the context of tourism marketing too, Heidelberg council advertises as an ecologically aware town.
- The council is to invite tenders in the hotel and catering trade for a pilot project on “ecological management”.
- Development of an experimental model for an ecological catering trade in co-operation with colleges of hotel management and the conservationist group BUND.

## 6. References

## 6. References

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## 7. Appendix



- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• High proportion of "transit" tourists spending the night en route to another destination</li> <li>• Congress visitors</li> <li>• Visitors with other business motives</li> </ul> | <p>Proportion of visitors 49 % (individual travel); only 23 % of coach trips extending over several days include Heidelberg as an overnight stop</p> <p>Proportion of guests 15 %</p> <p>Proportion of guests 12 %</p> |
|---|--|

### 3. Expenditure/Turnover

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Above average expenditure per overnight guest in 1992</li> <li>• Overall turnover through tourism in 1983, 1992</li> <li>• Contribution to the national income in 1983 and 1992</li> </ul> | <p>approx. 230 Deutsche Marks ( DEM ) a day for an overnight stay, 100 DEM of which (43 % ) are spent on accomodation; approx.40 DEM for a day-tripper</p> <p>1983: 177 million DEM, 73 million DEM (41%) of which were spent by overnight guests,<br/>1992: 323 million DEM, 183 million DEM (57%) of which were spent by overnight guests.</p> <p>Contribution to the national income (approx. corresponds to the net product):<br/>1983: 113 million DEM (3,3 % of 3,3 billion DEM),<br/>1992: 238 million DEM (4,4 % of 54 billion DEM)</p> |
|---|---|

## SUPPLY

### 1. Structure of business ( hotels )

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Small-scale business</li> <li>• High number of beds available, partly still with low standard of furnishing</li> <li>• High price class, large difference in price/service relationship compared to surrounding' areas</li> <li>• Comparatively high percentage of hotel business capacity filled averaged over the year <sup>3)</sup></li> <li>• Average capacity filled in businesses providing very good services</li> <li>• Marked seasonal fluctuation of capacity filled</li> </ul> | <p>70 businesses, of which 45 establishments ( 64 % ) have less than 50 beds</p> <p>approx. 2.500 rooms with about 4.200 beds, 80 % of which have a shower/toilet; in smaller establishments (less than 50 beds) 40 % of rooms have no shower/toilet</p> <p>On average 160 DEM for a 2-bed room with shower/toilet; prices in surrounding areas are about a third less</p> <p>Beds: 52 %, rooms: 62 %</p> <p>Beds: 68 %. rooms: 78 %</p> <p>Maximum August: Beds 65 %, rooms 75 %,<br/>Minimum January: Beds: 27 %, rooms: 37%</p> |
|--|--|

### 2. Employees

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Compared with other towns of a similar size, large proportion of jobs directly and indirectly dependent on tourism</li> </ul> | <p>In 1992, approx. 3.800 jobs ( about 4 % ) ; town average 2</p> |
|--|---|

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<sup>3</sup> In terms of the average number of beds available.

**Development in guest registration and overnight stays  
in the Heidelberg hotel business from 1968 to 1992**

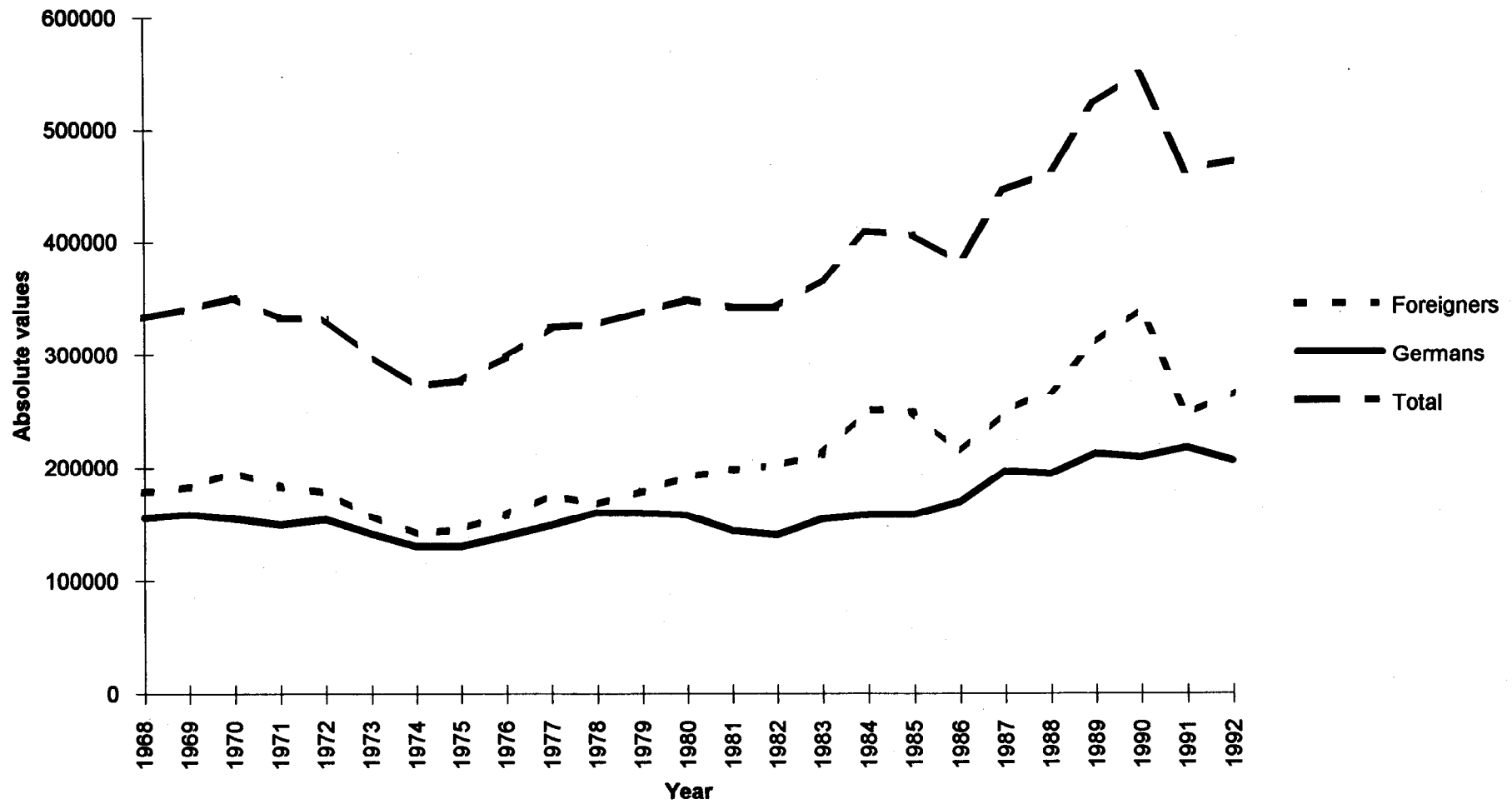
Year	Total no. of guest registrations		Total no. of overnight stays		Guest registrations Germans		Overnight stays Germans		Guest registrations foreigners		Overnight stays foreigners		Germans		Foreigners	
	abs.	1980 =100 *	abs.	1980 =100 *	abs.	1980 =100 *	abs.	1980 =100 *	abs.	1980 =100 *	abs.	1980 =100 *	Guests	Overnight stays	Guests	Overnight stays
													%	%	%	%
1968	333.334	95,3	583.668	106,0	155.264	98,4	310.056	116,9	178.070	111,3	273.612	101,9	46,6	53,1	53,4	46,9
1969	341.245	97,6	572.824	104,0	158.351	100,3	302.496	114,0	182.894	114,4	270.328	100,7	46,4	52,8	53,6	47,2
1970	351.348	100,5	563.354	102,3	155.091	98,2	273.818	103,2	196.257	122,7	289.536	107,8	44,1	48,6	55,9	51,4
1971	332.907	95,2	529.671	96,2	149.734	94,9	267.673	100,9	183.173	114,5	263.691	98,2	45,0	50,5	55,0	49,8
1972	332.332	95,1	528.812	96,0	154.374	97,8	265.121	99,9	177.958	111,3	261.998	97,6	46,5	50,1	53,5	49,5
1973	299.466	85,7	466.885	84,8	141.640	89,7	235.989	88,9	157.826	98,7	230.896	86,0	47,3	50,5	52,7	49,5
1974	272.697	78,0	427.326	77,6	130.886	82,9	219.465	82,7	141.811	88,7	207.861	77,4	48,0	51,4	52,0	48,6
1975	276.880	79,2	424.551	77,1	131.021	83,0	218.728	82,4	145.859	91,2	205.823	76,6	47,3	51,5	52,7	48,5
1976	298.324	85,3	471.746	85,7	140.002	88,7	233.786	88,1	158.322	99,0	237.960	88,6	46,9	49,6	53,1	50,4
1977	324.734	92,9	514.080	93,4	149.363	94,6	250.272	94,3	175.371	109,7	263.808	98,2	46,0	48,7	54,0	51,3
1978	327.413	93,6	511.129	92,8	160.032	101,4	261.257	98,5	167.381	104,7	249.872	93,0	48,9	51,1	51,1	48,9
1979	339.162	97,0	536.953	97,5	159.934	101,3	268.567	101,2	179.228	112,1	268.386	99,9	47,2	50,0	52,8	50,0
1980	349.634	100,0	550.573	100,0	157.854	100,0	265.345	100,0	191.780	119,9	285.228	106,2	45,1	48,2	54,9	51,8
1981	342.816	98,0	540.496	98,2	144.430	91,5	246.521	92,9	198.386	124,0	293.975	109,5	42,1	45,6	57,9	54,4
1982	343.033	98,1	535.105	97,2	140.800	89,2	239.751	90,4	202.233	126,4	295.354	110,0	41,0	44,8	59,0	55,2
1983	366.485	104,8	563.075	102,3	154.486	97,9	255.656	96,3	211.999	132,6	307.419	114,5	42,2	45,4	57,8	54,6
1984	409.986	117,3	610.821	110,9	158.190	100,2	251.160	94,7	251.796	157,4	359.661	133,9	38,6	41,1	61,4	58,9
1985	407.137	116,4	637.939	115,9	158.240	100,2	259.719	97,9	248.897	155,6	378.220	140,8	38,9	40,7	61,1	59,3
1986	382.650	109,4	621.800	112,9	169.418	107,3	281.695	106,2	213.232	133,3	340.105	126,6	44,3	45,3	55,7	54,7
1987	446.734	127,8	693.108	125,9	196.875	124,7	313.621	118,2	249.859	156,2	379.487	141,3	44,1	45,2	55,9	54,8
1988	462.196	132,2	730.320	132,6	194.562	123,3	326.397	123,0	267.634	167,3	403.923	150,4	42,1	44,7	57,9	55,3
1989	523.665	149,8	829.571	150,7	212.826	134,8	358.968	135,3	310.839	194,4	470.603	175,2	40,6	43,3	59,4	56,7
1990	550.524	157,5	856.268	155,5	209.250	132,6	365.770	137,8	341.274	213,4	490.498	182,6	38,0	42,7	62,0	57,3
1991	464.470	132,8	795.896	144,6	217.935	138,1	387.284	146,0	246.535	154,1	408.612	152,1	46,9	48,7	53,1	51,3
1992	472.505	135,1	794.176	144,2	206.443	130,8	371.711	140,1	266.062	166,4	422.465	157,3	43,7	48,7	56,3	53,2
Summe	9.351.677		14.890.147		4.107.001		7.030.826		5.244.676		7.859.321		43,9	75,2	56,1	52,8
1975/ 92	7.088.348		11.217.607		3.061.661		5.156.208		4.026.687		6.061.399		43,2	72,7	56,8	54,0

\* The second column indicates the index number with the 1980 value taken as the standard (1980=100)

Note: Camping site/Youth hostel not included

Department for Urban Development and Statistics,  
Heidelberg, March 1993

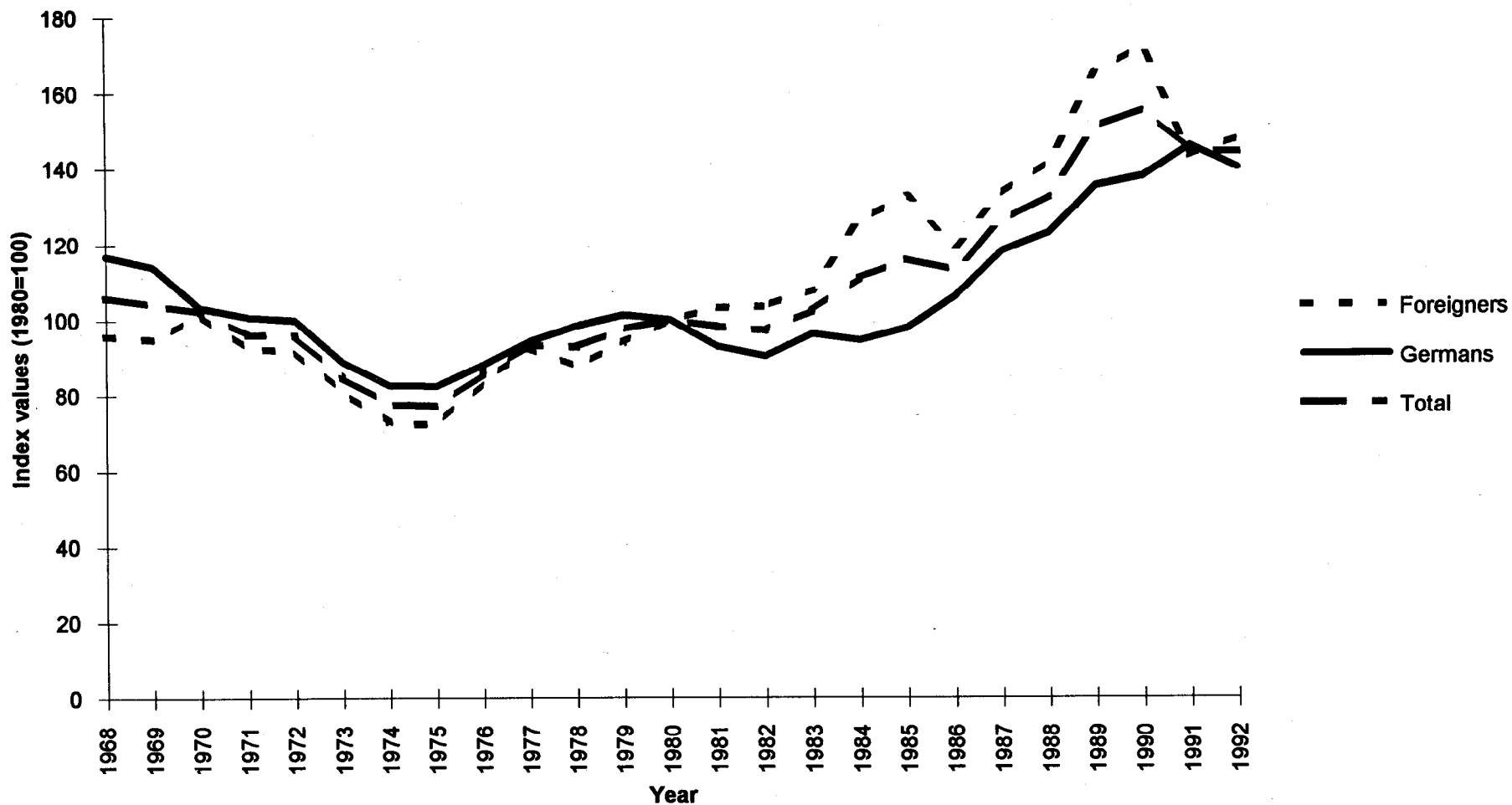
### Development in guest registrations 1968 - 1992 in Heidelberg



Department for Urban Development and Statistics,  
Heidelberg, March 1993

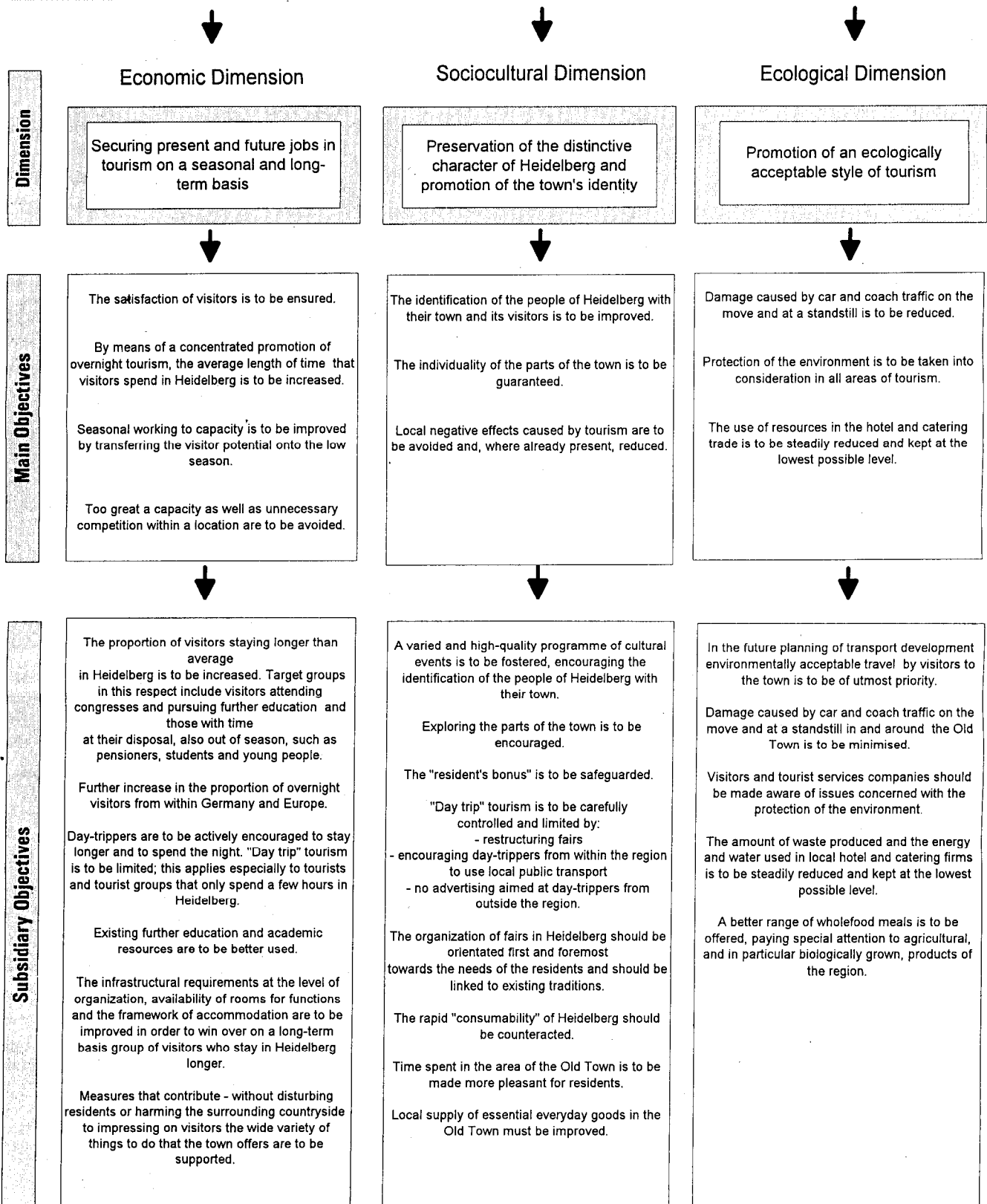


### Development in overnight stays 1968 - 1992 in Heidelberg



# GUIDELINES ON TOURISM HEIDELBERG

Heidelberg wishes to reorientate itself towards a socially acceptable and environmentally friendly style of tourism. At the same time, integration into a scheme of overriding targets set by urban development policies is to be ensured. For all the measures that need to be taken, the qualitative aspect is more important than the quantitative one.



Regular check on progress, examination and extension of the guidelines to continually establish agreement anew.



**Stadt Heidelberg**  
Amt für Stadtentwicklung und Statistik