Lloret Great Horizons
Lloret de Mar Tourism Development Plan

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Background

Lloret de Mar is the Costa Brava’s top tourist resort. It is a mature mass tourism destination, which faces the challenges of the 21st century with a double objective: to adapt to changes in the international tourism scene, and to redefine itself as a town. These milestones are marked by the municipality’s socio-economic changes and by the new territorial dynamics prevailing in Catalonia.

The main symptoms of this new trend in the tourism scene include the following changes which affect destinations like Lloret de Mar:
- A change of habits in the behaviour of tourist demand which has an impact on tourist spending.
- Shortening and fragmentation of holidays, with shorter advanced travel planning, intensified by last-minute offers.
- More intensive use of unorganised travel.
- Growing use of the Internet as a source of information, booking, buying.
- Rise of low-cost airlines.
- Increased competition from alternative destinations.
- Loss of price advantage as the main competitive element.
- Growing concentration of foreign tour operators.
- Increase in hotel beds, in contrast with the decline in hotel nights.
- Growing weight of non-hotel accommodations, importance of residential tourism.
- Reduction of business profit yield in some subsectors, and of the economic-social contribution and multiplying effects of tourism.

In the 1990s, Lloret de Mar embarked on a process of tourist planning, launching policies aimed at renovating the tourist trade and promoting the transformation and recovery of the surroundings and of the natural and heritage resources. The objective of this new tourism policy is to improve competitiveness against emerging destinations, define new tourism management strategies and models, and reposition the destination on international markets.

The consolidation of this process is set out by the Lloret Great Horizons Plan, based on different diagnoses and analyses by the municipality, which encompasses and coordinates the projects, sector-specific competitiveness plans and private initiatives under way in Lloret de Mar.

This plan is inspired by other regional and national plans like the Sustainable Tourism Development Plan in the Province of Girona, the Turespaña Tourism Promotion Objectives Plan, the Exceltur Renove plans and Coastal System Urban Development Steering Plan, and the future Strategic Tourism Plan for Catalonia.

The main hubs of this transformation process are urban and territorial planning with measures aimed at protecting the natural heritage and...
landscape and at controlling urban growth. Integral quality plans with policies aimed at creating new open spaces and recovering public spaces, and at regenerating the surroundings and the urban landscape. Improved mobility and a serious commitment to the environment and to sustainability.

It also includes the competitiveness plans being carried out by the private sector, renewing and modernising the facilities and services of tourist-oriented companies.

One of the pillars of the change process are the projects aimed at restoring natural and heritage resources and structuring new tourism products with a view to attracting new demand segments.

In this regard, Lloret de Mar is making great efforts to generate market information and learn about changes in the behaviour of demand, and it is drawing up marketing, promotion and communication action plans to reposition Lloret as a first-rate tourist destination.

The Tourism Excellence Plan, which was completed in 2003, the revision of the Municipal Urban Development Plan in 2005-2006, the drafting of the Commercial Facilities Development Plan, the implementation of the Strategic Cultural Heritage Interpretation Plan, the environmental audit of the natural milieu of the coastal area, the study of non-developable land, the participation of the private sector through the Quality Plans and of civil society through the Local Agenda XXI plan, are the mainstays of this transformation process.

This plan seeks to redefine the tourism model on one hand and the town model on the other, given the territorial dynamics of Catalonia that define a scenario with new guidelines for relocating the population and economic activities.
General tourist policy objectives

- To define the model of the town and tourism development taking into account sustainable urban growth and territorial impact.
- To protect the environment by enhancing the value of natural and cultural resources.
- To diversify the portfolio of tourist businesses and products with a view to reducing the seasonal nature of the trade and improving the distribution of overnight stays and tourist revenues.
- To increase the competitive standing and profit yield of the tourist trade.
- To increase the quality of life and well-being of visitors and of the local population.
- To promote Lloret de Mar as a tourist destination with a varied range of quality offerings, specialising in different products and market segments.
- To reposition Lloret as the Costa Brava’s leading tourist destination.
- To incorporate new technologies in the marketing strategies in order to promote and market tourism-related products.
Strategies and actions programmes

1. Town and territorial planning and protection of the natural heritage and landscape

The great urban development booms which took place in Lloret de Mar were basically caused by the tourism phenomenon of the last 50 years and the rise in first and second residences in more recent years. This accelerated growth has radically changed the face of the once tiny coastal fishing village. The spatial setting of the tourist offerings has brought about a significant degradation of the landscape and massive occupation of the territory, multiplying the developed surface area and transforming most of the croplands into built-up spaces and the hillsides into sprawling residential estates.

If measures are not taken to control the land that is currently not built up, the number of beds will triple in a few short years.

So to avoid this, Lloret has equipped itself with the necessary tools to establish a sustainable long-term tourism and urban growth model that looks at areas like accesses, mobility, urban planning, new economic development areas, the growth of residential and tourist offerings, and the protection of the coast and spaces of natural and scenic value.

Tourist-oriented territorial plans at the Autonomous Government level do not have regulatory capacity. Therefore, the Municipal Urban Development Plan (POUM according to its Catalan acronym) reveals itself as a major instrument for managing the destination as a space for tourism and related products.

The tourism strategy is integrated in urban development plans for its future positioning as a tourist destination to lay down the lines of territorial planning. The goal is to match the levels and pace of land occupation with the territory’s load capacity and with demand. This is done in a bid to fit municipal projects in supramunicipal and regional strategies in order to act jointly and in integrated fashion.

This urban planning seeks to make attractive and differentiated tourist spaces compatible with the rest of the municipality’s uses. This involves properly zoning the areas where tourist-related, hotel and leisure facilities are located, since these must share the urban space with housing for the local
population, services, infrastructures and, in some cases, industrial and agricultural areas.

Lloret de Mar must combine two functions:

- **The traditional and tourist-oriented function**, optimising the present tourist system based on "sun & sand," incorporating sustainability criteria in order to achieve a quality model implementing new specific products like sports-related tourism, cultural tourism, nature tourism, wellness-related tourism, and conventions.
- **The metropolitan function**, which will incorporate Lloret in dynamics on a regional scale, with a strong level of integration with Barcelona.

For this reason, Lloret must continue the process of transformation into a town with a diversity of functions, of which, obviously, tourism will be the leading one. We need to make it possible to go from a tourist-oriented space to an urban space, where the tourist destination and the city must coexist.

Lloret de Mar bases its urban development model on 2 criteria:

1. Leaving behind the expansive, low-density model (which is predatory and unsustainable) in favour of a model that helps the town by taking advantage of economies of scale in terms of infrastructures, economic activities and public transport.

2. Replacing growth-based strategies with reform and rehabilitation actions.

**Actions:**

- **2004** Moratorium on urban development and suspension of licences in certain urban land sectors.
- New zoning regulations based on quality and sustainability criteria: Limitation of building heights, control of building aesthetics.
- **2005** Declassification of 3 forest areas of a significant ecological and natural value: Costa Marcona (46.11 Ha), Cala Banyas (8 Ha) and St. Quirze (32.75 Ha).
- **2005** Inclusion of the Cala Morisca natural site in the Cadires Massif Plan of Natural Interest Areas.
- **2005** Inclusion of the area surrounding the Santa Cristina shrine in the Pinya de Rosa Plan of Natural Interest Areas and National-Interest Natural Site.
- Proposed extension of the Natura 2000 Network to include marine areas along virtually the entire Lloret coastline.
- **2005** Proposed extension of the Pinya de Rosa Plan of Natural Interest Areas with the inclusion of the coastal area between Santa Cristina and Fenals beach.
- **2005** Re-zoning of the Fenals-Santa Clotilde forest area (837.58 Ha), on the western edge of Fenals beach, as a public green area.
2. Tourism planning and management

The present tourism planning model is based on the coordination of local, supramunicipal and regional public administrations, the private sector and civil society in planning socio-economic and territorial strategies that adapt to the new demand requirements, ensure economic, social, cultural and environmental sustainability, and generate greater effects in terms of revenue and work on the destination. Transversality is the principle that governs the action programmes of the different departments with a view to integrating and coordinating a single tourism policy.

Lloret de Mar has been one of the pioneering mature destinations in integrating the business fabric, social players and the local society in managing the tourist destination.

Lloret Turisme was created in 2001 thanks to the agreement between the Lloret de Mar Town Council and the Tourist Business Association of Lloret de Mar, formed by the hotel, travel agency, bar & restaurant, shop, discotheque and dance hall trade guilds, along with companies from other fields, with the goal of managing local tourism policy, improving the municipality’s competitive standing in the tourist trade, and promoting Lloret as a tourist destination.

This new management institution took over the functions performed by the Municipal Board of Tourism and the Tourist Promotion Commission, created in 1997.

The agreement between the local administration and the private sector to manage tourism policy and the tourist trade from a corporate and professionalised viewpoint led to the creation of the new organism in 2003, Lloret Turisme, directed by a manager and a managing director, and controlled by representatives from both sectors. Lloret Turisme’s work areas include: visitor care, market research, communication, promotion and marketing support, developing new products and managing new resources or facilities, and the integral quality management of the tourist offerings.

This commitment to sustainable growth and to the protection of the environment led Lloret to become one of the first towns in Spain to start up a Local Agenda XXI, in 1997. It is a forum for permanent debate where far-ranging sectors of the population work together, proposing actions to preserve and promote the local heritage, protect the landscape and the culture, determine environmental protection policies and improve the quality of life of the population in areas like noise pollution, mobility, the cultural heritage and resource management.

Lloret Turisme and Local Agenda XXI promote participation in networks of tourist destinations, or in business associations involved in the tourist trade that work in integral quality management and in the promotion and diversification of
tourism-related resources with a view to exchanging experiences and discussing and implementing joint work programmes.

2003 Lloret Turisme
Agency in charge of tourism management in the following areas: visitor care, integral quality management of tourist offerings, market research and knowledge, promotion and marketing, new product development, and the management of new resources or facilities.

1997 Agenda Local XXI
Lloret’s Local Agenda participates in different projects, involving civil society in actions carried out in the town in areas like mobility, noise pollution, management of non-developable land, the marine milieu, the cultural heritage, education, etc.
3. Integral quality of the destination

Lloret de Mar is a town that has seen its population double in the last 15 years to over 30,000 inhabitants. In addition, being a mass tourist destination with a marked seasonal nature, the population including residents and visitors multiplies fivefold in high season. By the end of the year, Lloret surpasses the 1-million-visitor mark and registers over 7 million overnight stays.

This means that Lloret has to have services and equipment to meet extremely variable energy and resource demands, and it must manage waste, handle the impact on the urban setting and satisfy diverse mobility needs according to the time of year.

In order to meet these challenges, the town has adopted an overall approach to improve the integral quality of the destination, with specific actions and programmes in areas like: recovery of public spaces, opening up new spaces, regenerating the urban landscape and the surrounding area, mobility, the environment, enhancing social awareness, and adopting legal and administrative measures.

3.1 Recovery of public spaces and regeneration of the urban setting and landscape

In recent years, projects aimed at recovering spaces for public use have been carried out by tearing down old buildings and transforming the demolition sites into squares and gardens. Several downtown streets have been made pedestrian-only, shutting them off to vehicle traffic and equipping them with services, broadening sidewalks and planting trees. In parallel, actions are being carried out to regenerate the town and its surroundings by landscaping public spaces, beautifying streets, establishing street signage plans, and other initiatives.

**Actions:**

- Conversion of several streets in the centre of the town into pedestrian-only streets.
- Demolishing of obsolete buildings and hotels.
- Recovery and creation of public spaces (squares, gardens and children’s playgrounds).
- Modernisation of squares and streets, improving basic infrastructures and utilities (sewage system, power and telephone lines, etc.).
- Suppression of architectural barriers and adapting of services to people with reduced mobility (acoustic signals at traffic lights, specially adapted taxis, purchase of beach wheelchairs to allow people with reduced mobility to bathe at the Lloret and Fenals beaches, access ramps and walkways, etc.).
- Covering of a new section of the Montbarbat riverbed and creation of a bicycle lane.
Avinguda Amèrica project.
Landscaping of public spaces.
Landscaping of forest areas at Fenals beach.
New seafront project.

3.2 Mobility

The geographic location, the urban structure, the seasonal nature of the tourist trade, the fact that cars and buses are the most frequently used means of transport for visitors arriving in the municipality, and the fact that Lloret is the only way to reach other major tourist resorts like Tossa de Mar, turns mobility into an issue of vital importance that needs to be considered.

Urban and territorial planning emphasises the improvement and management of mobility. This involves major urban development actions affecting the accesses to the town and the construction of a ring of high-capacity car parks around the centre of the town.

In parallel, systems for filtering and regulating traffic have been designed, improving the street signs and signals and extending the public transport network.

Actions:

- **2005 Improved accesses to the town:**
  - Agreement to build the Costa Brava South Blanes-Lloret-Tossa relief road.
  - Construction of new roundabouts to improve traffic and safety.
  - Modernisation of the main access roads.
  - Ring Road project.

- **Construction of new infrastructures:**
  - Construction of a ring of high-capacity car parks around the shopping district: Hotel Eugènia, Riera, Pujada Costa Carbonell and Can Xardó sectors.
  - Seafront car park construction project

- **Public transport:**
  - Urban public transport. Extension of inter-urban routes connecting residential estates and tourist areas with the centre.
  - Suppression of vehicle traffic in the centre of town and limitation of hours for loading and unloading of vehicles.
  - **2005** Can Xardó bus stop.
3.3 Environment and sustainability

As a principle, sustainability implies a major commitment to having properly sized infrastructures and equipment that meet the actual needs of the municipality and thus avoid overloading the capacity of the territory, resources and services in periods of highest occupancy and intensive use of resources. For this reason, major projects and investments have been carried out in recent years in the areas of energy and water resource management, waste processing, cleaning services, renewable energies, and various environmental projects. In this regard it is necessary to point out the importance of Lloret de Mar's Local Agenda XXI, which since 1997 has participated in different projects, getting civil society involved in the development of the municipality.

Actions:

- **2005 Waste and cleaning:**
  - Implementation of selective collection on the part of large-scale waste generators (hotels, bars, restaurants, discotheques) and private residences: organic matter, glass, packages, and paper/cardboard.
  - Installation of underground rubbish containers.
  - Improvements in cleaning services. Purchase of new and modern vehicles. Extension of cleaning service hours to 24 hours a day.
  - Beach sand treatment and cleaning system: Beach sand treatment and cleaning system and floating solid waste collection services.
  - 2006 Type B dumpsite construction project.
  - 2006 Mini-dumpsite construction project for residential estates.

- **Water:**
  - Use of processed wastewater for watering a golf course and public green areas.
  - 2003 Potabilisation and desalting plant (in the municipality of Blanes).

- **Renewable energies:**
  - Progressive introduction of alternative energies and energy saving measures in municipal electric power management.
  - Installation of photovoltaic solar panels at athletics tracks, sports pavilion, controlled dumpsite.

- **Environmental projects:**
  - 2006 Proposed implementation of EMAS and ISO 14001 environmental certifications at the beaches and municipal gardening service.
  - 2004-2006 Participation in the MeVaPlaya project. Project aimed at creating beach quality indicators and integrated resource assessment methods.
- 2000-2005 Natural Milieu Environmental Audit of Lloret’s coast.
  Together with Local Agenda XXI, a study analysing over 100 parameters
  of the natural and landscape resources of Lloret’s coastline has been
  updated.
- 2005 Water quality control. Water monitoring programme with the
  Catalan Water Agency.
- 2005 Drafting of the PPPIF (Forest Fire Prevention Plan).
- 2004/2006 Promotion of hiking trails and all-terrain bicycle paths, with
  signposting of these paths and trails and the drafting of a guide.

3.4 Visitor care

One of Lloret Turisme’s most important functions is to manage information and
visitor care services to ensure a satisfactory stay at Lloret de Mar.

The goal is to improve information services on a permanent basis through the
tourist office network, temporary information points and information supports so
that visitors can enjoy the tourist attractions and infrastructures and the range of
 cultural, leisure and entertainment possibilities offered by the town.

Some of the most important activities carried out by Lloret Turisme include the
restructuring of tourist offices, implementing new technologies in running them,
proper signage indicating tourist resources, the publishing of informative
materials, the organisation of entertainment activities, and implementing
tourist activity and visitor satisfaction control indicators.

3.5 Training and social awareness-raising programmes

The inhabitants of Lloret owe their well-being and quality of life primarily to the town’s
tourist business. However, it is not infrequent to see a lack of pride in their work on
the part of employees in the tourist sector, due to various factors. As a result, it is
necessary to carry out programmes aimed at raising awareness and educating people
about the importance of tourism in the economic and social development of the local
region.

Personnel training is a key factor for achieving quality in the tourist business. Thus, the
town is working to promote education and the professionalisation of the sector, setting
up training programmes linked to tourism and in areas of activity like sports.

Actions:
  · Promoting self-esteem and pride in work in the tourist business.
  · Training and awareness-raising programmes focusing on the importance of
tourism for local economic-social development.
  · Training programmes in tourism and sport.
3.6 Legal and administrative measures

In order to improve the integral quality of the destination, it is necessary to adapt regulations in the different tourism-related areas and sectors in order to regulate their activities and adapt them to present needs.

For this reason, Lloret de Mar has been a pioneering municipality in adopting urban growth control measures as well as ordinances and bylaws aimed at regulating as-yet unregulated practices, leisure activities, shop hours, civic spirit and public security, working together with the involved administrations and the various security organisations.

Actions:

- Moratoria on urban development adapting to the new model of urban and tourism growth.
- Drafting of municipal bylaws regulating tourist activities and uses.
- Moratorium on the granting of new licences for discotheques, music bars, etc.
- Regulation and legalisation of unregulated activities.
- Simplification of red tape and investment requirements.
- Regulation of shop and leisure establishment opening hours.
- Bylaws regulating the services of tourist apartments.
- Public security bylaws.
- Reinforcement of the measures adopted by the Local Security Board and improved coordination of Local Police and Catalan Regional Police forces.
- Involvement of local associations and sectors in crime prevention and security measures.
4. Renovation and modernisation of tourism infrastructures, accommodations, companies and services - quality plans and certifications

Lloret de Mar is a mature destination with infrastructures and services that in some cases did not evolve at the same pace as the changing needs and behaviour of the demand. The obsolescence of part of the accommodations and the lack of supplementary offerings, given a scenario that had focused solely on the holiday product of "sun & sand", together with the shortage and saturation of certain facilities and services, led to a decline and a loss of competitive standing of the top product and tourist market compared to other competing and emerging destinations.

This trend began to reverse itself starting in the 1990s as a result of the start of the transformation process. This process now focuses on two major areas: improving infrastructures, equipment and public services; and investing in and modernising hotels, restaurants, shops, leisure facilities and complementary activities.

The pillars of this process are the Excellence Plan, executed up to 2003, and the quality and environmental certification plans, together with the commercial regulation and promotion plans, currently being carried out.

4.1 Accommodations as a key competitive factor

The range of accommodation on offer is one of the key factors for understanding the profile of tourist a destination is capable of attracting, and it has often represented a limitation to its competitiveness. For this reason a modernisation strategy has been adopted in order to act in integrated fashion on all the types of accommodation, that is, both registered1 and residential offerings.

Lloret has a range of registered hotel accommodations offerings that features over 130 establishments with 32,000 officially acknowledged beds. This represents 70% of the total for the region of La Selva, 40% of the total for the Costa Brava, and 12% of the total for Catalonia.

57% of these establishments are 3-, 4- and 5-star hotels, which account for about 75% of the total beds. 36% are 1- and 2-star hotels and hostels, but these only account for 10% of the total beds. To the above figures one must add registered beds in campsites and tourist apartments, for a grand total of 42,000 official beds.

In parallel, unregistered residential accommodations increase the figure to 65,000 tourist beds with more than 7,000 dwellings. In the last 40 years, the

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1 This category comprises establishments, i.e. hotels, tourist apartments, campsites, etc.
number of second residences has always exceeded that of first residences, evidencing a clear tourist-oriented residential function. However, the number of primary residences now exceeds secondary residences, representing a very significant trend shift. Residential accommodations had an average 64 nights a year in 2003, while registered establishments posted an average of 152 nights.

The fast pace of construction in the 1970s and the subsequent progressive obsolescence process, in spite of some cases of reinvestment in maintenance, has decreased the ability to adapt to the new types of accommodation sought by current demand.

In order to face up to this situation, the number of establishments has declined from 218 to 160 since 1990. At the same time, there are less and less hostels and lower-rated hotels, as part of this range of accommodation is obsolete.

Work is being carried out in three areas:

- **Providing incentives to fully modernise and reclassify** establishments, providing more spaces and services for tourists.
- **Reinforce both technical and human resources for inspection purposes**, improving the efficiency of sanctions both against official accommodations and as a means of bringing illegally marketed unregistered offerings to the surface. In order to act in this area, it would be necessary to revise regulations covering leases for tourism purposes and introduce a system providing incentives for establishments to regularise and adapt to regulations.
- **Favouring a change of activity in the case of obsolete accommodations.** However, for the municipality to avoid losing its tourist vocation, a moratorium that regulates and studies, on a case by case basis, the conversion of hotels into first- and second-residence apartments has been applied.

The refurbishing and modernisation of the hotels has brought about a reclassification process, to the point that Lloret now has 14 four-star and 2 five-star establishments.

Lloret is the destination with the largest number of beds adhering to the Tourism Quality Plan laid out by the ICTE (Institute for Spanish Tourist Quality) and a large part of the hotels are applying environmental (EMAS, ISO 14001, Environmental Quality Seal) and quality (ICTE “Q” for Quality, ISO 9001) certifications.

This situation is favoured by investment in the diversification of tourism products, developing large-scale public actions like the construction of the new bus terminal, the theatre, the sports village and the Open Museum. These projects, which give Lloret de Mar an emblematic character, serve as catalysts and engines for collective transformation leading the private sector to reinvest and innovate, adapting facilities to the needs of new products with more value added like conventions, health and wellness, sports, etc.
Nowadays, tourism and urban planning seeks a balance between the different types of accommodations promoting those that generate greater socio-economic effects in the medium and long term, namely registered accommodations for the most part.

**Actions:**

- **Quality plans** and environmental certification processes for accommodations.
- Plans aimed at renewing supplementary services: restaurants, leisure and shopping establishments.
- Construction of new health and socio-cultural facilities: Social healthcare centre and Primary Care Centre.
- **ICTE 2004/2005 Beach Quality Plan.**
- Creation of the Beach Management Board including one representative from each of the services involved in beach management.
- Marking of all beaches with buoys, and marking of buoys with channel-use indications. Reduction of channel widths.
- Securing of a new lifeguard and first-aid service.
- Renovation of healthcare and first aid facilities.
- Replacement of static surveillance points.
- Increased number of posts indicating sea conditions.
- Recovery of areas most affected by storms, adding more sand to affected beaches.
- Increasing the lifeguard staff (Local Police deputies) and providing the service to all beaches.
- Removal of kiosks at Fenals beach, relocating them to the seaside promenade and increasing available space for users.
- Elimination of concessions and seasonal services, freeing up more sand space.
- Selection of a new design for wooden kiosks (FSC certified) for Fenals beach and coves.
- Installation of lifelines and purchase of beach wheelchairs allowing people with reduced mobility to bathe.
- Installation of a tourist information booth at Fenals beach.
- Improvement of accesses, with the installation of staircases, wooden ramps and walkways.
- Certification of Lloret’s beaches with the **Blue Flag** sign.
- **Tourist Excellence Plan.** The plan was implemented in 2000-03, with projects aimed at improving infrastructures, urban development, mobility and services.
- **Tourist Office Quality Plan (ICTE).**
4.2 Restaurants, shops, leisure and tourist services

The Commercial Facilities Regulation Plan is the tool that was designed to regulate the more than one thousand commercial establishments in Lloret.

**Actions:**

- **2005 Commercial Facilities Regulation Plan** encompassing other plans and actions, like the Commercial Promotion Plan, the Commercial Signage Plan, improved lighting of shopping district streets.

4.3 Financing and tax measures

The local administration works to maximise the financing margins through local taxation with a view to generating a significant amount of resources and improve the financing of the municipality's current expenses linked to the provision of quality public services to the resident population and visitors alike.

We are also working towards improving contributions at the Autonomous Government level through the creation of "tourist municipalities" aimed at acknowledging the additional needs the Town Council must meet.

In parallel, support is also being given to the search for direct aid in investments aimed at renovating buildings and facilities and access to credit instruments under preferential terms, like the FOMIT.
5. Product strategies: diversification, differentiation and specialisation of tourism-related economic and productive activities

Matching existing supply and demand means that Lloret de Mar must adopt a series of strategies geared towards enhancing the competitive standing of the tourist destination. Differentiation, diversification and specialisation of tourism products are the basic strategies that must be followed.

5.1 Differentiation

Lloret de Mar bases its differentiation strategy on improving equipment and services in relation to products currently on offer (sun & sand, family tourism, youth tourism, and tourism for the elderly), developing them and adapting them to the needs of current demand.

5.1.1 Sun & sand holidays

The Beach Quality Plan is the main instrument for differentiating the municipality’s main attraction, and it represents a major effort to equip the beaches with the services and facilities needed to offer quality service to users. Lloret's beaches are the only beaches in Catalonia to have earned the ICTE's "Q" for Quality symbol and the European Blue Flag.

In parallel, major projects aimed at reinvigorating the beaches through the construction and equipping of nautical bases, sports-entertainment activities, a children’s miniclub and the beach library.

- Beach Quality Plan: Improvements in cleaning services, security, etc.
- Beach Reinvigoration Plan: Miniclub, beach library, sports-entertainment events, etc.

5.2 Diversification and specialisation

The diversification strategy focuses on three areas:

- Enhancing the value of natural and cultural resources and of the local identity.
- Creation of new facilities and services.
- Development of new tourism products.

The objective is to diversify the product portfolio by incorporating a new range of offerings targeting new market segments enabling us to differentiate ourselves from the competition. The selection of the range of products must ensure that they are compatible with each other, complementing each other mutually, generating economies of scale, or addressing segments of the demand that might share the same tourism space without problems.
For this reason Lloret is structuring its tourist trade, equipping it with new facilities and services to develop products – sport, culture, nature, conventions, leisure and events – as mainstays in this diversification process which will translate into the specialisation of part of the supply side in some of these specific products and markets.

5.2.1 Cultural and natural tourism. The Lloret Open Museum
Lloret de Mar has decided to firmly commit to developing the potential of its cultural and natural heritage as an element for the differentiation and diversification of its tourist offerings. Based on the Lloret Heritage Interpretation Strategic Plan, the value of the different heritage and natural elements is being enhanced around an innovative concept for discovering culture – the Lloret Open Museum.

The project identifies new business areas through products that are being structured based on the cultural and natural heritage, and identifies the different market segments enhancing the value of their attraction.

The goal is to provide quality complementary services to sun & sand holiday visitors and lure new culturally motivated markets.

- **Enhancing the value of the local natural and cultural resources**
  - Strategic Cultural Heritage Plan. MOLL (Lloret Open Museum).
  - Transformation of Casa Garriga into a Maritime Museum and information centre.
  - Project for improving the Santa Clotilde Gardens.
  - Restoration of the Modernist domes of the church of Sant Romà.
  - Refurbishing of Sant Joan Castle, opening it up to visits.
  - Restoration of the Can Xardó farmhouse and start-up of a permanent exhibition on the world of the Iberians associated with the Archaeological Museum of Catalonia.
  - Restoration of Can Comadran as an example of an “Indiano” emigrant house.
  - Consolidation of the Iberian settlement at Turó Rodó.
  - Restoration of the façade of the Modernist cemetery’s shrine.
  - Inclusion of the Puig de Castellet site in the “Route of the Iberians”.
  - Structuring of tourism products linked to the cultural heritage.
  - Design and construction of a new multi-purpose theatre.
  - New stage at Roca d’en Maig.

- **Enhancing the value of the natural heritage**
  - Natural Milieu Environmental Audit of Lloret’s coast.
  - Intervention at Can Xardó (6.6-hectare forest).
  - Improvements in the coast paths: arrangement and signage (signs and gates blocking passage in case of rockfalls or other hazards).
  - Signage of hiking trails and all-terrain cycling paths.
  - Structuring of active tourism and nautical sports products.
5.2.2 Sport-related tourism. Sports Tourism Destination

Lloret de Mar has close ties with sports and sport-related tourism. Its natural resources, sports facilities, and the major accommodations and tourist service offerings make Lloret an ideal destination for this kind of tourism.

With a view to positioning Lloret as one of the top sports destinations in Southern Europe, an ambitious sports village project is under way, intended to consolidate Lloret’s position in this market segment, considered to be of vital importance given its multiplying and wealth-generation effects for the destination.

The sports village project is based on the following programmes: The construction of new emblematic facilities (covered Olympic-size swimming pool, multi-functional sports arena, and tennis courts, among others), the structuring of sport-tourism products, certification as a Sports Tourism Destination with the Autonomous Government of Catalonia, and the promotion and support of marketing Lloret as a sports destination in outgoing markets.

- **Sports tourism:**
  - Certification as a Sports Tourism Destination

- **Improvement of sports facilities:**
  - Late-generation artificial turf (FIFA) at the municipal football pitch.
  - Improvements in the athletics track.
  - Covering of the stands at the Moll football pitch.
  - Improvements at the Moll and municipal pavilions.
  - Multi-purpose municipal tent.
  - Lighting of petanque courts.

- **Construction of new sports infrastructures:**
  - Olympic-size swimming pool: length 50 m, with leisure water area and gymnasium.
  - Tennis and paddle tennis courts.
  - Completion of the Club de Golf L’Àngel with 18 holes.
  - Refurbishing of the Can Daura Circuit for motocross and quads.
  - Construction of a firing range at the old construction and demolition debris dumpsite.

5.2.3 Convention and incentive-based tourism

Convention and incentive-based tourism is another of the priority products with good development potential at Lloret de Mar. The large number of quality hotels and meeting halls, the variety of natural spaces, the range of products on offer from activity-based companies, and its privileged strategic location and connections make Lloret a highly appealing alternative destination for the convention and incentive-based tourism segment.
The construction of a multi-functional space like the Lloret Arena and the structuring and promotion of the product through Lloret Turisme’s Meetings and Incentives Division should allow Lloret de Mar to position itself in the medium term as one of the most competitive convention and incentive-based destinations in Southern Europe.

5.2.3 Events
Scheduling of all kinds of events throughout the year is one of the strategies for differentiating our product and reduce the seasonal nature of the tourist business.

Lloret schedules a wide range of cultural, sports, and commercial events aimed at invigorating and promoting Lloret as a proximity leisure destination and increasing the range of products offered to holiday tourists.

Promotion and events:
- Cultural events
  - St. Christine and St. Romanus festivals
  - Carnival
  - CLON Festival (summer music festival)
  - Scheduling of Sardanas and popular dances
  - Medieval Fair
  - Literary Night
  - Cinema Night
  - Montbarbat Photography Trophy
  - Speed Painting Competition
  - Drawing and Photography Fair
- Sports events:
  - Cycling: Spanish Cycling Tour, Catalan Cycling Week, etc.
  - Motor sports: Costa Brava Historic Rally, Costa Brava Rally, etc.
  - Team sports: football, basketball, hockey, etc.
  - Athletics, dance, gymnastics, etc
- Commercial promotion:
  - Fairs and markets: "UN i UN" Wedding Fair, Medieval Fair, "Botiga al Carrer" (local shops selling their wares outdoors), etc.
  - Gastronomic events:
    - Rice Festival
    - “Cuina de l’Art” Fish Campaign
6. Tourist market repositioning strategy

6.1 Market research

Lloret Turisme is responsible for the promotion of tourism in Lloret de Mar. One of its main functions is to collect, analyse, and communicate market and tourism information, transforming it into knowledge for Lloret’s tourist business, and to innovate and develop new tourism-related products.

The objective is to know the needs of the different segments and products, and Lloret’s competitive standing in each market in order to adapt our marketing strategy to the actual situation.

To carry out this task, Lloret Turisme is in contact with research institutes that conduct market studies and with the different institutions and organisations that issue bulletins and reports on the situation of the tourist business, changes and trends in the behaviour of demand and distribution channels.

Lloret Turisme creates and establishes the mechanisms for communicating and disseminating information to the sector.

6.2 Marketing and promotion

Lloret Turisme implements an annual Marketing and Communication Plan that seeks to promote and provide support to the marketing of Lloret’s different products and companies. It is based on defining which products to promote, in which markets and through which actions.

Different action programmes are carried out, most notably: information and marketing unit, new product development, publications and promotional material, image and communication, Internet, promotion and marketing, promotion and events, and internal marketing.

The plan is carried out in coordination with the strategies and action plans of other brands and supramunicipal institutions like the Costa Brava Girona Tourist Board, Catalunya Turisme and Turespaña.

The plan structures actions by products and markets, giving priority to promotional actions in outgoing markets where there is a potential demand for the products Lloret has to offer.

Lloret Turisme bases its task on the following principles: consumer-orientation, cooperating with the private sector so as to optimise the impact of actions, and achieving excellence in management with a view to improving the effectiveness and execution of promotional actions.
6.3 Communication

Lloret de Mar is an internationally renowned tourist destination and brand name.
Lloret Turisme’s objective is to reposition Lloret’s image as a destination that has transformed itself and adapts to the needs of current demand, disseminating the different attributes of the range of offerings and of specific products.

The objective is not to radically change the existing image; rather, it is based on adding new values to the current image, overcoming the clichés that weaken Lloret’s position with regard to its competitors.

It is a long-term strategy involving a major communication effort, as well as a major effort in terms of structuring and product development.

The brand image and communication strategy is based on differentiation, highlighting the positive values associated with the brand.

Lloret Turisme is carrying out a communication plan whose objective is to make the image of Lloret evolve, overcoming the virtually exclusive association with “sun & sand” and youth tourism in order to attract other forms of tourism: family tourism, sports tourism, convention and incentive-based tourism, proximity active and cultural tourism, and tourism for the elderly.