Summary

At the start of the 90's the Municipal Council aware of the no viability of the model of unlimited tourism growth, decided on a plan of profound innovation in policies of tourist and local development, drawing up, first of all, a Plan of Excellence, and in 1995 the LOCAL AGENDA 21, following the
orientations of the RÃo Summit and the 5th Programme of the European Union.

The Action Plan has been underway from 1997, with greater or lesser intensity, on most of its fronts. A new General Plan has now been finalised to declassify more than 1,500 Ha of developed land. The cultural heritage and the natural and man-made systems of the municipality have been preserved. Measures have been adopted to contain growth, limiting the annual number of building permits, and new rules have been approved for environmentally responsible building projects.

Key areas have been recovered by demolishing obsolete hotels, and work has begun on the Paseo: there are new programmes for housing, amenities, and other social actions. New programmes of sustainable water and waste management have been unveiled. The action of the CalviÃ­ Training Institute has been renewed. The City council is now being reorganised

**Narrative**

**Situation Before The Initiative Began**

The island of Majorca lies in the Eastern Mediterranean, and on its western coast lies the Municipality of CalviÃ­, covering an area of 145 km², 55 km along the coast, with 50,000 inhabitants, and receives more than 1.6 million tourists each year.

The tourist development of CalviÃ­ began with the first international tourist boom in Spain in the seventies, and for thirty years the model of tourist development in CalviÃ­ was based on short-term outlooks, mass construction out of touch with the local conditions, and an unsustainable exploitation of exceptional but also fragile natural resources.

The human pressure increased a hundredfold in CalviÃ­, overloading the capacity of its coastline. A general process of deterioration began to become apparent in the area: degradation of the environment and landscape, congestion of tourist areas, loss of attractiveness for innovating in existing facilities, degradation of the island environment, and the threat of a decline in the tourist future and le local development of CalviÃ­.

**Establishment Of Priorities**

In 1994 the City Council of CalviÃ­ approved a new strategy through which the tourist and local development could be guided with the upholding as the main aim. This option is settled in the decision of developing a Local Agenda 21 in CalviÃ­. It is a new strategy that proposed environmental, social and economic balance as the key of future.

After four years of study, research, participation and important performances, the 1st of July 1998 an special session of the Advisory Forum of Citizens was carried out, in which it was taken on the joint challenge to get 10 lines of action and 40 initiatives started and check it every three years in order to have all the data updated.

The 10 lines of action set in motion are the following:

1. To contain the human pressure, to limit the growth and favour the comprehensive restoration of the territory and its littoral.
2. To favour the integration, cohabitation and the quality of life of the resident population.
3. To maintain the land and sea natural heritage and promote the creation of a tourist and regional eco-tax with environmental purpose.
4. To recover the historical, cultural and natural heritage.
5. To promote the comprehensive restoration of the residential and tourist population centres.
6. To improve CalviÃ­ as a tourist destination: substitute growth by sustainable quality, to find out the increase of expenses per visitor and try to balance the tourist season.
7. To improve the public transport and favour the services for passers-by and bicyclists between and inside the population centres.
8. To introduce a sustainable management in the key environmental sectors: water, energy and waste products.
9. To invest in human and knowledge resources, to invigorate and diversify the economic system.
10. To innovate the local government and to extend the capacity of state assisted public-private investment.

All this process centres around a Forum of citizens of Local Agenda 21, the centre of participation and idea-sharing session, and all the citizens are invited to participate in it, as well as stakeholders, by the fact that the municipality future is being re-evaluated. The 40 initiatives and the more than 270 indicators were evaluated for the first time in 1997 and for the second time in 2001, in what is called "Observatory".

Formulation Of Objectives And Strategies

The analysis and proposals in Calvià have been drawn up from a representation of the Local System of Calvià based on 6 Key Theme Areas, 27 Fields of Reference, and more than 750 Indicators, which has made it possible to evaluate in quite a complete and comparative way both the current situation and different future scenarios.

Following the process of evaluation and debate by stakeholders, citizens and experts, that has taken place in Calvià with the drawing up of the balance for 1997-2000, and within the framework of a reasonably positive evaluation of the work done over these three years, the following considerations have been made:

Â· To be tenacious and to work in the medium-term against the odds to improve the SUSTAINABILITY and quality of local life.

Â· To keep up the momentum towards "comprehensive change" - economic, social, and environmental.

Â· To manage to contain the growth of new property supply, and at the same time reduce the impact made by each resident citizen.

Â· To avoid the risk of social and cultural breakdown for the stability and welfare of social life.

Â· To maintain the political leadership, stimulate innovative and creative ambition, enrich the systems of democratic participation in local life, incorporate the young, strengthen the human teams and the municipal work systems and improve co-operation with the Balearic Government.

Â· To initiate a quantum leap in the external co-operation with other destinations and localities.

Â· to support the Initiatives underway and take special care of the birth and development of the new ones:

Â· The "Citizen's Impulse" for socio-cultural cohesion and human resources
Â· Plans for the Coast, Land, and Natural Water Resources, and Aquifers.
Â· The Comprehensive Quality Plan of tourist supply
Â· The Public Transport Plan and the improvement in local mobility
Â· The Demand Management Plans in the fields of water and energy

Mobilisation Of Resources

The budget to elaborate the Project of the Calvià Local Agenda 21 mainly comes from the Economic Activity Tax of more than 40,000 residents, and the floating population exceeds 150,000 people.
The Calvià municipality businesses in the census (registered in the Economic Activity Tax) rose, in the month of January 2001, to 3,131 establishments. The Calvià economy is based, above all, in tourism.

From 1995, the before and the actual municipality government have been working in the adaptation of Calvià. The process needs a wide and effective participation of the entire social, economic, civic, and citizen agents, which have assumed the collective well-being defence as a future compromise for the municipality.

The Town Council of Calvià, from the assumed responsibility in the collective well-being defence and the residents' quality of life, from the compromise with future of the economic activities that create employment and wealth, the lady mayor of the municipality of Calvià takes the Calvià Local Agenda 21 Project as the Strategic Plan of the Council. That involves the implication of all the technical and human resources of the municipality, including the financial resource.

As it will be explained in the Sustainable part, the council duties or strategies have been divided into 6 Key Thematic Areas, with its 6 deputy mayors, which involve the whole activity in the council, all 6 areas being as well the Action Plan of the Local Agenda 21.

1. Economy and Tourism
2. Town-Planning System
3. Key Environmental Sectors
4. Integration and Quality of Life
5. Local Ecology
6. Cultural Heritage

For the total implementation of the Calvià LA21 all the departments, technician, politician, civil servants, etc. have to be working in the initiatives of the Agenda. That is to say, that nearly the whole budged of the municipality is used for the implementation of this project. It is necessary as well the participation, collaboration, involvement and awareness of the citizens of the municipality in the project.

Process

To progress towards a revitalizing and more sustainable development in Calvià requires dedication, method and time in order to achieve two essential and very difficult objectives: to renovate certain social values on the significance and aims of development and to achieve a broad social agreement on new ideas and projects. The Local Agenda 21 dedicated two years to drawing up and debating the contents of the Document for Debate.

From 1995 up to the evaluation of the Action Plan in 2001, there has been a continuous process of work, participation, and action: the integrated concept of local development; the visualization of alternative settings for the future; the work with indicators related to sustainability and quality of local life; the importance of agreement with the private sectors and citizen participation; and the final to achieve a whole series of action programmes in the short, medium and long term. Its main milestones are: the Initial Document of 1995, the Document for debate and the corresponding Action Plan of 1997, and the Revision of the Observatory and the Plan made in 2001.

Social participation has from the outset been one of the fundamental aims of the LOCAL AGENDA 21 and throughout the process it has produced a constant interaction between the following social agents:

- The Management Committee of the City Council chaired by its Lady mayor, expressing the political will to push forward the Agenda 21 as the main axis of municipal action.
Different expert teams drew up an integrated methodology and six reports on each of the Key Thematic Areas. These reports evaluated the initial situation in each Key Thematic Area, checked them against the prospective and completely restored settings and established recommendations, lines of action and initiatives to be taken in each of their fields. The group of experts, both internal and external, have provided methodologies and scientific rigour to the theme-based reports and debates with the social agents. The cross between experts and citizens has allowed for dialectic to-and-fro and some very interesting results throughout the entire process, including the revision of the Observatory and the balance for 1997-2001.

Checking them with the Citizens' Forum Thematic Commissions was carried out with the assistance of more than 150 citizens at several work sessions. In addition to the presentation and open discussion, the participants were able to evaluate individually three specific aspects in each Key Thematic Area: adapting the selected Fields of Reference to define each Key Thematic Area; evaluating their initial situation and future trends; adapting proposed actions for the future.

Drawing up a Document for Debate, which includes and summarises the fundamental proposals of the Calvià Local Agenda 21. This document was discussed at the beginning of 1998 and now has the approval of the Town Council and the Citizens Forum before it is presented the rest of the local and island population, as well as to international institutions involved in the issue.

Informing and obtaining the opinion of the population. The information in this Document for Debate is being circulated by various methods and it is planned to distribute an opinion survey among all homes in Calvià, which will be collected personally. With this it will be possible to assess the degree of personal identification and preferences of the population with regard to the Action Lines and Initiatives proposed in this document. The people's consultations have complemented the participatory action of the Forum and its Thematic Commissions. The people's consultation of 1997 under the slogan "Mission Possible" involved visiting and handing out information documents to all the families of Calvià and the subsequent gathering of an evaluation survey on the 10 Lines of Action and the 40 Initiatives of the Action Plan and the personal commitment of 30% of adult population.

Regional, national, and international co-operation with the corresponding institutions and competent bodies in the subjects covered by the Agenda.

The Final Document. After said information and consultation period, the Final Document will be drawn up, summarising all the suggestions received and including the Municipal Action Programmes to be developed.

Results Achieved

Three years after the approval of the Action Plan of Calvià, we have once again evaluated, through the Observatory of the LOCAL AGENDA 21, all the transformations that have occurred in the Municipality, and the degree of progress achieved by the 40 Initiatives. The method used was similar to the one used in 1997 to define the Action Plan: prior reports of independent experts; presentation, debate, and evaluation of these reports in the corresponding Thematic Commissions; and final general session in the Citizen's Forum. The main conclusions of the balance are listed under the following headings.

1. A growth of the human pressure that is difficult to assimilate

This has been one of the main conclusions of the balance. The growth of the human pressure has occurred in spite of all the municipal efforts made to contain growth, jeopardising the performance of the Action Plan. The good economic climate, the good performance of the tourism sector in the Balearics, and the delay and difficulty in the approval of the measures setting out maximum annual limits in the granting of building licences, have encouraged rampant growth of the resident and tourist population visiting the area each day (24% and 9% respectively between 1995-2000).
To understand the impact of this increase in human pressure on the environment, we need only refer to a series of key questions, such as consumption of water, energy, waste, mobility, CO2 emissions, etc. in which increases of 15% to 20% were recorded between 1997 to 2000. And that would mean that if these trends do not change we would be facing a doubling of these flows in just 15 to 20 years.

The conclusions of these data are evident; the adaptation of the human pressure to assumable levels becomes a question of maximum priority. Every effort must be made to reduce the rhythm of growth of the supply of tourist and residential units, and simultaneously advance in parallel in reducing the burden generated per inhabitant or tourist.

2. A very intense municipal action on all the fronts

An overview on the setting up of the Action Plan brings two facts to the fore:

Municipal action has been very intense, has been guided by the Action Plan, and has achieved significant results on different subjects. An initially significant piece of information is that active work is underway on 30 of the 40 Initiatives of the Plan and that in 20 of them, % of the work programme forecast has been covered for a 10-year scenario.

3. The high and low points of SUSTAINABILITY and Quality of Local Life

The general balance. An initial general balance of the situation allows us to affirm that if indeed the general situation of Calvià has improved (the overall reference evaluation has gone from 4.9 to 5.3 out of 10), there are still significant problems on important matters as we move towards the future. Of the 46 indicators of the Observatory, 9 improve and only 1 worsens in relation to the situation of 1997, and the overall balance in 2000 shows that 17 indicators (37%) improve, 13 (28%) do not change.

Social and cultural cohesion. The good performance of the tourist sector and the improvement in the competitiveness of Calvià have recently favoured investment, employment, and living standards but, at the same time, social integration continues to be extremely fragile in three very important aspects: the precarious situation of employment because of seasonality and the removal of over-50's from the workforce; the cultural cohesion of an extremely complex population because of the disparity of origins, socio-economic levels, etc. and lack of an established group identity; and the failure in the training of the young generations. It has led to the vigorous launch of the new "Citizens Impulse" programme that attempts to face up to the challenges mentioned.

The urban environment and natural systems. The quality of the urban environment continues to improve, among other actions the Calvià walkway is considered to be an action capable of integrating the community, and very significant advances have been made in recovering the cultural heritage. Nonetheless it has not been possible to stop the sustained deterioration of the natural systems, especially with reference to three key questions: the coastline, land erosion, and the situation of the natural water resources and their aquifers. It has also given rise to the launch of new work plans on the three fronts mentioned.

The urban metabolism and transport. The considerable improvement in the management of urban waste (selective waste disposal has increased from 1.90% to 12.65% of the total), contrasts with the difficulty in containing the consumption of energy, the demand for water (it has not been possible to perform tertiary water treatment with the subsequent reuse of the resource), as well as an unsustainable situation of public transport, have led to a new offensive being launched on the Balearic Government for implementing an immediate comprehensive solution to access to Palma.

Sustainability

From the beginning, the Local Agenda 21 made it necessary to consider the municipality as an integrated system. The LOCAL AGENDA 21 has also attempted to overcome the piecemeal vision, limited to the short term, or "local" view of reality. Indeed, it has worked with integrated approaches
incorporating the economic (tourist) variables, along with the socio-cultural and ecological ones, thus sharing a fundamental requirement when working in terms of SUSTAINABILITY.

Thus, the analysis and proposals in CalviÀ have been drawn up from a representation of the Local System of CalviÀ, which has made it possible to evaluate in quite a complete and comparative way both the current situation and different future scenarios, based on:

* Delimitation of 6 Key Thematic Areas as essential parts of the Local System of CalviÀ: population, social integration and quality of life; local ecology; historical and cultural heritage; economy and tourism; town-planning system; and key environmental sectors (water, energy, waste and transport). Human pressure generated by tourist and residential population dynamics has been considered a determining factor of the whole.

* Delimitation of 27 Fields of Reference (see attached graph) and 775 Indicators, which allow study and evaluation of the present situation of said Key Thematic Areas and the Local System of CalviÀ. These evaluations take three points of view into consideration: the present situation, the prospective risks and the current corrective actions. Thus defined, The Local System of CalviÀ provides a relatively complete analysis of the present situation and also makes it possible to establish approximations and quality comparisons between possible alternative settings for the future.

The Local Agenda has translated its objectives into 10 Lines of Action and 40 Initiatives. These initiatives will make it possible to achieve significant targets in the different fields of reference in the coming decade.

The 10 important Lines of Action represent the "overriding ideas" with which to advance towards the setting proposed by the Local Agenda. They summarise the key concepts, which are easily understandable, facilitating extensive social assimilation and collaboration.

At the same time, these important courses of action have been implemented through 40 specific Initiatives, known as the definition of achievable projects.

The Action Lines and the Initiatives, have emerged from the Citizens Forum Thematic Commissions after discussion by municipal representatives, experts, economic agents and citizens. They have also been approved by the Town Council and by the Plenary Forum and are sufficiently well defined to be transformed into Municipal Action Programmes for coming legislatures, as soon as the survey among the people has been completed.

10 STRATEGIC LINES OF ACTION AND 40 INITIATIVES

1. To contain human pressure, to limit growth and to foster complete rehabilitation of the territory and its coastal area
   Initiative 1. The New General Town Planning of CalviÀ
   Initiative 2. The new town-planning actions in CalviÀ
   Initiative 3. New eco-responsibility regulations

2. To foster the resident population's integration, co-existence and quality of life.
   Initiative 4. To live in CalviÀ
   Initiative 5. Social integration, training and employment in CalviÀ
   Initiative 6. CalviÀ 's volunteers
   Initiative 7. Co-existence, cultural integration and quality of life in CalviÀ
   Initiative 8. CalviÀ, European sustainable town
   Initiative 9. To participate in CalviÀ
   Initiative 10. CalviÀ, a municipality free of dangerous pollutants

3. To protect the natural land and marine heritage and promote the establishment of a regional tourist ecotax to be used for the environment
Initiative 11. Management Plan for the Natural and Scenic Resources of Calvià
Initiative 12. To protect the natural water sources of Calvià
Initiative 13. To protect the soil and forest systems in Calvià
Initiative 14. Natural conservation of the beaches in Calvià
Initiative 15. To restore the quality of Calvià’s sea
Initiative 16. To eliminate the main impacts on Calvià’s environment and landscape

4. To restore the historical, cultural and natural heritage
Initiative 17. To know and to conserve the historical and cultural heritage of Calvià
Initiative 18. The Archaeological Park "Puig de sa Morisca"
Initiative 19. Natural paths and viewpoints in Calvià
Initiative 20. To open the Museum of Calvià
Initiative 21. To establish a public historical-cultural heritage in Calvià

5. To promote the complete rehabilitation of residential and tourist areas
Initiative 22. To rehabilitate and carry out building clearance in Calvià’s developed centres
Initiative 23. To update the "Building Clearance Plan"
Initiative 24. Pilot scheme: "Environmental Rehabilitation Area"

6. To improve Calvià as a tourist destination, to replace growth with sustainable quality, to seek an increase in expenditure per visitor and aim at balancing the tourist season.
Initiative 25. Calvià, an innovative tourist destination
Initiative 26. "The European Winter in Calvià"
Initiative 27. To update tourist facilities in Calvià
Initiative 28. To foster new tourist products in Calvià
Initiative 29. To foster quality and eco-quality in Calvià

7. To improve public transport and encourage people to walk or cycle in town centres or from one centre to another
Initiative 30. To improve public transport in Calvià
Initiative 31. To plan for the ecological re-conversion of mobility in Calvià

8. To introduce sustainable management into the key environmental sectors: water, energy and waste
Initiative 32. Ten-year water plan in Calvià: a supply management programme to stabilise/reduce the demand for water
Initiative 33. Local energy supply management programme to stabilise/reduce the demand for energy
Initiative 34. Ten-year waste plan in Calvià: a management programme to reduce and recycle waste and produce compost.

9. To invest in human and knowledge resources, to boost and diversity the financial system
Initiative 35. The IFOC Agency for sustainable development in Calvià
Initiative 36. To invest in human resources in Calvià
Initiative 37. To foster new entrepreneurial projects in Calvià
Initiative 38. To boost the rural areas in Calvià

10. To innovate municipal management and increase the capacity of public/private planned investment.
Initiative 39. To update municipal organisation in Calvià
Initiative 40. To increase the investment capacity of Calvià.

Lessons Learned

Calvià’s Agenda 21, taking human pressure as a key factor of local development, has studied and debated the following scenarios in participation processes:

Initial situation. The analysis of the situation of 1995 showed a very worrying reality. The results show
the good social and economic situation, and the good results obtained by the decisive action of the public administrations over the last few years, but also the environmental deterioration and the fragility of a mature tourist destination, still booming but urgently requiring the correction of a series of profound contradictions.

The Tendencial Scenario. The situation of Calvià over one generation if the tendencies of the growth of the tourist model and unbridled property development present in its old General Plan were to continue, as well as in many other areas of the Balearic and Mediterranean coast. The analysis of the "Tendential Scenario", i.e. the local development over the next two decades, if the growth capacity forecast by the urban development plans were to continue, offered an even more alarming prospect.

The perception of experts and citizens was unanimous and could be summed up in the following terms: if in the past, the abusive tourist property development of Calvià at least made it possible to improve the living conditions of its population, it is highly likely that this would no longer be the case with future expansive property development trends. In such an expansive scenario, the environmental pressure would overflow, Calvià would become unattractive as a residential area and uncompetitive as a tourist destination, the revitalisation of the local area would be hindered, and subsequently, for the majority of its population, the risk of economic and labour deterioration would increase, leading to a loss in the quality of life.

After months of rewriting and debates, the final conclusions were decisive: revitalising Calvià, preserving its natural and cultural heritage, and improving its residential and tourist attractions, thus overcoming the risks of the detected local decline, required a profound commitment to an innovative and more sustainable concept of local development.

The Comprehensive Rehabilitation Scenario. As an alternative to the above and on a similar time scale, based on containing tourist growth, the aim for comprehensive quality and the general rehabilitation of the natural and building heritage, and the reorientation of all the local policies based on criteria of SUSTAINABILITY.

The best future opportunities in Calvià were based on focusing efforts on the preservation of its natural heritage, modernising its tourist sector, in recovering and revaluing the built heritage, and making every effort to enrich its human and knowledge resources.

The Action Plan has been underway from 1997, with greater or lesser intensity, on most of its fronts. A new General Plan has now been finalised to declassify more than 1,500 Ha of developed land. The cultural heritage and the natural and manmade systems of the municipality have been preserved. Measures have been adopted to contain growth, limiting the annual number of building permits, and new rules have been approved for environmentally responsible building projects. Key areas have been recovered by demolishing obsolete hotels, and work has begun on the Calvià Walkway.

There are new programmes for housing, amenities, and other social actions. New programmes of sustainable water and waste management have been unveiled. The action of the Calvià Training Institute has been renewed. The City council is now being reorganised.

The new results (2001) of the expert research checked by the Citizens Forum Commissions present a picture of Calvià’s initial situation (1995 statistics and 1996-7 fieldwork), which has many advantages and disadvantages, the fragility of a mature tourist destination, which, although still thriving, must soon correct a set of basic imbalances:

*The escalation of human pressure on the environment, especially on some coastal areas

*The problems caused by the fragility of social integration

*The gradual deterioration and insufficient conservation of a splendid natural and cultural heritage
*The progressive ageing of a destination and an insufficiently renovated tourist industry

*The un-sustainability of the present transport system, trends in the use of certain basic resources (water and energy) and the accumulation and treatment of waste.

Transferability

Over the last seven years, CalviÀ has made an immense effort of internal transformation to rework its tourist and local policy towards more sustainable patterns. Over these years, it has strengthened its discourse, has maintained its thrust towards a comprehensive change of the processes, has developed a serious line of social participation, and has made an extraordinary innovating effort to put the new policies into action.

As a Municipality of the Mediterranean, from the beginning CalviÀ has been learning from other similar municipalities in order to implement other cities initiatives to CalviÀ. For this period (1994-2001), CalviÀ has been working very hard to implement its Local Agenda 21 and many local, national and international municipalities, schools, universities, are interested to learn from our experience. One example is the CalviÀ’s Declaration on Tourism and Sustainable Development in the Mediterranean.

All that effort has been rewarded with the improvement of the viability of local and tourist development, and has simultaneously been very well received abroad. Over these years, CalviÀ has received several prizes and awards and which is more interesting, has been invited to contrast its experience in forums as disparate as the UN Commission for Sustainable Development, or a whole set of small working meetings with other municipalities and tourist destinations in the World. What is more, the CalviÀ website (www.calvia.com) receives an enormous number of visits, and there is a significant permanent flow of foreign visitors who look to CalviÀ to try to learn more about the experience.

Awards received by CalviÀ Local Agenda 21:

Â· Sustainable European City ’97
  Brussels, November ’97
  Awarded by the European Commission (DG XI) and "Sustainable Cities and Towns Campaign"

Â· Good Practice for improving the quality of town life
  Dubai Â’98
  Selected by the United

Key Dates

Â· 1990. Tourist Excellence Plan: Building Clearance Plan, the European Winter and Training Institute of CalviÀ. It was not enough.

Â· 1994. Local Agenda 21, according to the guidelines of the Earth Summit and the 5th Programme of the European Union.


Â· 1998. The General Town Planning of CalviÀ, a more sustainable local and tourist development.
2001. The updated of the Observatory on the sustainability and quality of local life, as a balance and contrast to the work done in the period 1997-2000

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2. Title of the Article: Good Practice Case: Calvià ; Author: LASALA Project Team, mainly Bob Evans and Kate Theobald; Publication title: Local Authorities self assessment of Local Agenda 21 (LASALA); Volume/ number: II; Date: September 2001; Page number: Volume II, 68

3. Title of the Article: Sustentabilidad; Author: Miguel Seguà Llinàs (Professor of the University of the Balearic Islands); Publication Title: Boletín cuatrimestral de turismo; Volume/number: 1; Date: January 2001; Page number: 17

4. Title of the Article: Spain: Calvià -Converting Tourism for Sustainable Urban Development; Author: Registered Project of the World Exposition, Germany; Publication Title: Projects around the world of EXPO 2000; Volume/number: 2; Date: 1 June- 31 October 2000; Page number: 836

5. Title of the Article: Calvià (Espagne); Author: Erkki Liikanene, Member de la Commission européenne; Publication Title: Pour un tourisme c‘tier de qualité; Volume/number: 1; Date: 1999; Page number: 69

6. Title of the Article: Comunicaciones, Soluciones arquitectónicas y urbanísticas para núcleos turísticos sobresaturados; Author: Gabriel Palmer Socías; Publication Title: Actes del II simposi internacional Costa Brava; Volume/number: 1; Date: June 1999; Page number: 109

7. Title of the Article: Calvià , el futuro de una estación turística madura; Author: Miquel Seguà Llinàs; Publication Title: Turismo y Planificació'n del territorio en la España de fin de siglo; Volume/number: 1; Date: 1998; Page number: 233

8. Title of the Article: Agenda Local 21; Author: Publicación Subsidiada pela comissao europeia; Publication Title: URB-AL Europa Â· America Latina; Volume/number: 1; Date: 12/13-06-1998; Page number: 84

9. Title of the Article: Buene pratiche locali; Author: Progetto pilota co-finanziato dalla Commissione Europea - DG XI; Publication Title: Linee guida e manuale per l'adozione dell'agenda 21 locale e la certificazione della qualita'ambientale (ISO 14000-EMAS) delle imprese e dei comuni nelle località turistiche; Volume/number: 1; Date: May 1998; Page number: 35

10. Title of the Article: Ponencias Keynote Pappers, Calvià Agenda Local 21: desarrollo sostenible en los destinos turísticos maduros.; Author: "SA NOSTRA", Caixa de Balears; Publication Title: International Workshop, Sustainable Development in the Mediterranean. Between reality and utopia; Volume/number: 1; Date: 12-16 March 1997; Page number: 6

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**Nominating Organization**

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Madrid
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Fax: +34 915978604
E-mail: mgnart@mfom.es
Web Site: www.mfom.es
**Type of Organization:** Public, Private and Civil Association

**Partners**

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**Type of Organization:** Professional Association
**Type of Partner Support:** Technical Support

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Web Site: www.gobmallorca.com
**Type of Organization:** Non-governmental organisation (NGO)
**Type of Partner Support:** Technical Support
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Fax: +34 971 634340  
E-mail: atierra@eresmas.net  
Web Site: www.amicsdelaterra.org  
**Type of Organization**: Non-governmental organisation (NGO)  
**Type of Partner Support**: Financial Support  

### Financial Profile

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</table>

This budget is only for the CalviÀ Local Agenda 21 coordination, that is to say, meeting and conferences organization, brochures, European Projects coordination, travel expenses, etc. It has to be taken into account that the other Council of CalviÀ 's departments, even working on the implementation of the CalviÀ LA21 (Strategic Plan for the Council), have their own budget.

Email questions or problems to help@bestpractices.org.

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