

WALLED TOWNS FRIENDSHIP CIRCLE

BUSINESS PLAN - 2001-2003

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1. INTRODUCTION

1.1 Summary

This document outlines a Business Plan for the Walled Towns Friendship Circle (WTFC) over the period January 2001 – December 2003. It highlights specific actions to address the identified development needs of the Circle. All actions have SMART (Specific, Measurable, Achievable, Realistic and within a given timetable) targets, and are shown at a local, regional/national and European level.

The Business Plan will be used by the WTFC Executive Committee to direct, monitor and evaluate the activities of the Circle over the next three years. Progress against agreed targets will be measured through an annual survey of Members and the results will be presented each year at the WTFC Symposium.

1.2 Aims of the Circle

The Walled Towns Friendship Circle was established in 1989, partly in response to the European Year of Tourism as a forum to consider the many mutual interests shared by walled towns.

Its aims are:

- to encourage friendship between the inhabitants of all ages in walled towns' communities and to foster the interchange of visits by individuals, associations, schools and colleges.
- to enrich each others lives through the appreciation of each others historic, traditional, cultural and artistic inheritance.
- to promote tourism whilst considering the challenges of cars, pedestrianisation, access to homes and businesses, building and road maintenance; grants and assistance for preservation work and the burdens of conservation.
- to establish links with other walled towns and to develop joint marketing strategies to increase worldwide awareness of walled towns as historic treasures and tourist attractions.
- to convene regular symposia in member towns to address topics of key importance and to organise study tours.

The circle has subsequently developed into a wide-ranging world network of historic walled towns with originally 140 members in over 27 countries.

It has achieved much in this period but now faces some new challenges for the future.

1.3 **European context**

Currently the WTFC is an organisation which meets relatively infrequently to share and discuss issues of common interest and to enable members to participate in activities aimed at mutual understanding of walled towns' concerns, e.g. tourism, marketing, maintenance of their walls etc.

It is also one of a growing set of networks aimed at exploring issues of common concern, identifying shared solutions and learning from each other, e.g. World Heritage Cities, European Association of Historic Towns and Regions, English Historic Towns Forum, Sustainable Cities, Car Free Cities etc.

These organisations are becoming more numerous and increasingly businesslike. They are having to prove their worth to their membership but are gaining both credibility and influence with Governments, particularly on the European level.

1.4 **Issues to be addressed**

- i) It is important that the Circle retains its Friendship roots, which is a basis for many of the current membership's involvement.
- ii) The Circle needs also to retain its social element again to cater for current members but also to form the basis for political involvement.
- iii) Increasingly, potential new members will be assessing the added value being a member of the WTFC will bring their town, in the light of other competing forums addressing similar issues. They will be looking for:-
 - a professional and businesslike set-up
 - a more regular events, tackling issues of concern
 - an organisation which really does share and exchange information and good practice
 - a forum which innovates
 - profile and influence
 - a source of partners for funding bids
 - an organisation with political influence
 - an organisation which is fun to be part of

The Circle needs to be able to demonstrate that its existence makes a difference and that being a member also makes a difference.

1.5 Financial Considerations

- **General**

The Circle's finances have always necessarily been of modest proportions and to date membership fees have been the main source of income. It has been the ongoing task of the Treasurer to ensure that all member towns pay their membership fees promptly.

A summary of the Circle's income and expenditure for 1991-2000 is attached as an appendix to this business plan. The Circle was required to repay part of a loan from the European Union of some £5885 over three years. This has been a major factor in the Circle's financial life over the recent period but has now been completed and leaves the Circle free to pursue its future financial development.

- **Subscriptions**

In future the Circle needs to increase its financial support so it can grow. This can be done in a number of ways. Firstly the level of subscriptions needs to be regularly reviewed and increased in line with UK inflation, This has already been acted on and an increase of 20% was agreed by the Executive Committee in April 2001 for implementation in 2001/2 onwards.

- **Sponsorship**

Secondly the Executive Committee also agreed that the President find suitable sponsorship from a variety of sources for the central operation of the Circle to continue in a way that does not depend on individual or corporate support.. Individual member towns are also being urged to build requests for local sponsorship into their current local action plans.

- **Partnership Support**

A third and perhaps less obvious way to find financial support is for the Circle to join with and link to other similar groups and associations who may be able to help co produce, co fund or assist with dissemination costs or partnership initiatives. This approach is currently being developed by the Secretariat for approval by the Circle.

- **European Grant Aid**

There is also the opportunity for both the circle and individual members to access grant funding from the European Commission. There are varied funding opportunities available, but it is a fairly complex area. Regular updates on funding opportunities will be provided by the Secretariat through both the WTFC website and regular newsletters.

- **Conclusion**

There are a number of ways the Circle can ensure a firm financial position, the approaches mentioned here must be followed proactively to ensure success. The Secretariat will work to maximise funding for the Circle and will continue to promote and support all member towns in their own efforts to find sponsorship for the Circle's activities, both centrally and locally.

1.6 **The Next steps**

This plan sets out a way the Circle can evolve in the future. The friendship element needs to be retained but the organisation as a whole needs to be strengthened and augmented by positive networking and sharing good practice. This would help increase the Circle's profile and give it that added value which current and new members want. This approach would also give the Circle the sustainability it needs in an increasingly competitive market place.

The Circle should expand its form to provide the following characteristics;

- retention of a strong friendship function
- a culture of sharing innovative good practice
- provision of a strong and active network

The following table outlines practical actions that can be taken by all members of Walled Towns Friendship Circle, by participation at three different levels;

- Local Partnerships (e.g. individual towns promoting activity within their local community)
- Regional/National 'Links' (activity between adjacent member towns, e.g. Chester and North Wales Walled Towns Link)
- European/International Co-operation (e.g. pan European activity)

All targets are for the three year period (January 2001 to December 2003) unless specified otherwise.

2. **BUILDING ON THE FRIENDSHIP FUNCTION**

2.1 **Objective:** To retain and develop a strong friendship function within the Walled Town Friendship Circle

2.2 **Action Plan**

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
Local Partnerships	i) Develop local Action Plan to increase awareness and activity in each member town	Individual Members	1 x Action Plan to include 5 key targets p.a. for <u>each</u> member (example provided in Appendix 2)	No local Action Plans currently produced	Create increased awareness, involvement and commitment to WTFC activity within each member location.
	ii) Develop local recruitment drive to expand/diversify the number of individuals involved in WTFC activity in each member town	Individual Members	30% increase in 'Associate' membership	To be confirmed	-----as above-----
	iii) Establish/revise local contact list in each member town	Individual Members	Revised local contact list by Sept 2001	To be confirmed	Improved local communications

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
Regional/National 'Links'	<p>i) Establish regional/national 'Links' to promote enhanced friendship activity</p> <p>ii) Develop the number/range of structured events between established 'Links' to encourage further friendship activity</p>	<p>Individual Members/WTFC Executive</p> <p>Established regional/national Links</p>	<p>2 x new regional 'Links' established each year</p> <p>30% increase in activity between established 'Links'</p>	<p>To be confirmed</p> <p>To be confirmed</p>	<p>Increased activity between neighbouring members</p> <p>-----as above-----</p>
European/International Co-operation	<p>i) Investigate membership of the UNESCO Cities for Peace movement</p> <p>ii) Secure renewed subscriptions/involvement from former members of WTFC (i.e. no active involvement in the last three years)</p> <p>iii) Promote Youth cultural exchanges between member towns</p>	<p>Tenby/WTFC Executive</p> <p>WTFC Executive/Secretariat</p> <p>Individual Members</p>	<p>Associate membership prominent European network</p> <p>45% increase in renewed subscriptions from former members</p> <p>1 x Youth cultural exchange pa</p>	<p>N/A</p> <p>To be confirmed</p> <p>To be confirmed</p>	<p>Recognition of the fundamental 'friendship' principle within the WTFC</p> <p>Reinforced 'friendship' function of WTFC</p> <p>-----as above-----</p>

3. PROMOTING GOOD PRACTICE

3.1 **Objective:** To promote a culture of establishing innovative good practice and sharing of information between WTFC members

3.2 Action Plan

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
Local Partnerships	i) Publish good practice guides on issues of shared concern (standard format suggested for inclusion in Website). Plus establish a 'bench marked' leaders on key issues.	Individual Members	Formal procedure for sharing good practice established.	No standard format good practice guides currently produced	Reinforces 'added value' of WTFC membership, and encourages inter-regional co-operation
	ii) Host special events/ seminars to identify and share best practice	Individual Members	Linked to Local Action Plans (Ref 2.2)	To be confirmed	Promotes the development of local partnerships
	iii) Encourage Local Authority/Council involvement to support and validate WTFC activity	Individual Members	50% members to secure formal support of Local Authority/ Council	To be confirmed	Increased professional input to WTFC activity. Potential to secure additional financial/ in kind support

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
	iv) Encourage involvement of civil/professional societies in local activity	Individual Members	50% members to secure formal involvement of civic/professional societies	To be confirmed	-----as above-----
Regional/National 'Links'	i) Encourage small groups of member towns to work on joint projects	Individual Members	30% increase in members involved in joint projects with others	To be confirmed	Improved communication/co-operation between members
	ii) Develop series of 'Study Tours'	Individual Members	30% increase in members involved in study tour activity	To be confirmed	-----as above-----
	iii) Encourage involvement of educational/academic institutes in WTFC activity	Individual Members	Educational/Academic Institutes involved in 50% of national areas	To be confirmed	Provides added value to WTFC activity
European/International Co-operation	i) Re-format WTFC Website to facilitate sharing of good practice	WTFC Executive/Secretariat	Website upgraded by July 2001	Website established	Improved communication/ co-operation between members
	ii) Re-format the WTFC Newsletter to encourage awareness of good practice	WTFC Secretariat	3 x publications p.a. Produced in a minimum of 2 major European languages	Newsletter established	-----as above-----
	iii) Establish formal academic 'Chapter' for the WTFC	University of West of England	Formal academic 'Chapter' established with representation from across EU	Not currently developed	Provides significant added value dimension to WTFC activity
	iv) Promote applications	Individual	1 x major award pa	To be confirmed	Raised European profile

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
	for European Awards eg Europa Nostra	Members/WTFC Executive	(to individual Members		of individual members/WTFC
	v) Produce WTFC promotional leaflet	WTFC secretarial	1 x leaflet by September 2001	Promotional leaflets previously produced	Increased awareness of the WTFC and the benefits of membership

4. DEVELOPING THE EUROPEAN NETWORK

4.1 **Objective:** To develop a strong and active European/International Network that can provide support and influence on behalf of its members.

4.2 Action Plan

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
Local Partners	Establish local Website and link to WTFC pages	Individual Members	50% of members to establish local Website	To be confirmed	Adds value to the European Network.
Regional/National 'Links'	Establish national 'Links' in all EU states	WTFC Executive/ Individual Members	1 x new national 'Link' established each year	To be confirmed	Strengthens national support to European network
European/National Co-operation	i) Further develop the annual symposium to encourage broader participation. Executive to determine agenda in partnership with host town.	WTFC Executive/ Host member town	50% increase in number of towns attending annual symposium 45% increase in number of delegates attending annual symposium	32 Towns (Tenby 2000) 87 Registrations (Tenby, 2000)	Reinforces validity of the WTFC as a worthwhile European Network
	ii) Create links with other European networks	WTFC Executive	To be determined by WTFC Executive	To be confirmed	-----as above-----

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>	
European/National Co-operation (Continued.../)	iii) Invite other networks to join the WTFC as 'associate' partners	WTFC Executive	To be determined by WTFC Executive	To be confirmed	-----as above-----	
	iv) Review subscription fees and different classifications of membership	WTFC Executive/ Secretariat	Review reported to Noarden Executive	Current membership system in place	Potential impact on attracting new members	
	v) Survey membership to identify baseline information and develop a consensus on future priorities	WTFC Secretariat	Annual survey to be undertaken	Ad hoc surveys previously undertaken	Input to monitoring and review process	
	vi) Review member contact address list	WTFC Secretariat	Review complete by July 2001	N/A	Improved communications within WTFC	
	vii) Develop Funding Strategies to identify potential resources for future WTFC activity	WTFC Secretariat	Funding Strategy complete by July 2001	Not currently developed	Potential impact on resourcing new activity	
	viii) Develop regular funding briefs to identify opportunities/partnership for EU grant programmes	WTFC Secretariat	2 x Funding Briefs produced p.a.	Not currently developed	-----as above-----	
	ix) Identify potential sponsor of WTFC	WTFC Executive/ Secretariat	£30,000 sponsorship secured by January 2002	Limited sponsorship currently provided	-----as above-----	
	European/National	x) Review WTFC	President/WTFC	Review and	Constitution established	Improved operating

<u>Level</u>	<u>Action</u>	<u>Responsibility</u>	<u>Target (Output)</u>	<u>Baseline Information</u>	<u>Impact (Outcome)</u>
Co-operation (Continued.../)	constitution	Executive	recommendations to AGM 2001	1992, (reviewed in '93.'95 and '99)	framework for WTFC members.

5. **MONITORING AND REVIEW**

- This Business Plan covers the period January 2001 to December 2003.
- For each proposed action there is an associated Target (output) and Impact (outcome). A current baseline position will be identified for each target.
- An Annual Membership Survey will be conducted to identify and measure progress towards achieving specified targets, and the corresponding impact that has on the overall effectiveness of the Circle.
- A Monitoring and Review Report would then be produced for the Executive Committee to help identify any problem areas and where remedial action might be required.
- The results of the Membership Survey and the Monitoring Review Report would be posted on the WTFC Website. Additionally, future additions of the WTFC Newsletter would report on progress and developments with the Business Plan.
- The initial Membership Survey would be conducted in early 2001 to help establish the necessary base line information.

APPENDICES

1. Contact Address List
 - Executive Committee
 - Secretariat
 - Website
 - Video Conferencing
2. 'Illustrative' Example of Local Action Plan.
3. WTFC Membership List (Summary)
4. Summary of Accounts

APPENDIX 1

Walled Towns Friendship Circle

Executive Committee Contacts	Telephone	E-Mail
John Price, President (Chester)	00 44 1244 402393	j.price@chestercc.gov.uk
Maud Arkesteijn van Willigen, Vice President (Naarden)	00 31 35 6946721	arkesteijn@dutch.nl
Bob Storey, Treasurer (Tenby)	00 44 1834 811254	wafc.treas@barclays.net
Dr Maurizio Berti (Padova)	00 39 49 8205436	mbvirus@protec.it
Jan Matous (Policka)	00 420 463 23326	matous@policka-mesto.cz
Elsa Grilo (Elvas)	00 351 268639740	cmelvas@net.sapo.pt
William Hamilton (Carrickfergus)	00 44 2893 350350	
Andras Szelier (Szekesfehervar)	00 36 225337	szeliera@datatrans.hu
John Manduca (Malta)	00 356 228145	Manducaj@global.net.mt
Linda Mavian (Veneto)	00 39 41279 2555	info@regione.veneto.it
Eamon McEarmey (Waterford)	00 353 578 79124	
Dragomir Misljenac (Zadar)	00 385 23 311 692	
Vojka Stular (Piran)	00 386 66 746 206	c/o e.zajc@piran.gov.si
Luigi Rossetto (Soave)	00 39 45 7680	luigi.rossetto@tin.it
Franz Tades (Drosendorf)	00 43 2915 2253	franz.tades@asn.netway.at
Linda Thorpe (Conwy)	00 44 1492 596254	
Joseph Van Agt (Bergues)	00 33 328 686886	
Klaus Rohder (Nordlingen)	00 49 981 84113	verkehrsamt@noerdlingen.de
Mircea Hava (Alba Iulia)	00 40 58 819462	hava@apulum.ro

Secretariat Contacts

Councillor John Price (Chester, England)	President
Bob Storey (Tenby, Wales)	Treasurer
Chris Lines (Chester, England)	Secretary
Mike East (Chester, England)	Secretariat Member
Andy Farrall (Chester, England)	Secretariat Member
Mary Best (Chester, England)	Secretariat Member
Janet Bourhill (Chester, England)	Secretarial Support Officer

Contact Address: Walled Towns Friendship Circle
c/o Town Hall, Chester CH1 2HS, England

Telephone: 00 44 (0)1244 402393

Fax: 00 44 (0)1244 402484

E-mail: wafc@chestercc.gov.uk

Website Address www.walledtowns.com

Video Conferencing Address

APPENDIX 2

Local Action Plan- Illustration

Action	Responsibilities	Target	Impact	Outcome
Encourage local schools to undertake projects to study the history of their walled town. To form a link with a school in a walled town in a different country to share projects.	Local WTFC representative, local schools	Connect first school with a school in another member town.	<ol style="list-style-type: none"> 1. Creates greater awareness 2. Creates awareness in the young of other cultures 3. Develops IT skills 4. Raises awareness of the n conservation 	First school link created in the town.
Create re-enactments of periods of history in the life of the walls, their construction and their value.	Local WTFC members, local drama/community groups	One re-enactment each year	Raises awareness of Circle through media coverage and of living history today.	Greater understanding and appreciation of the walls to the community over the years.
Linking a local sporting event with the walls. Maybe to start or finish the event at the walls and using the walls in the naming of the event.	Local WTFC member, local sports club	To have at least on event using the words 'walled towns' in its name	To increase public awareness of walled towns as an entity. Raise the awareness of the community of their town as a walled town. Raise the profile of the Circle from publicity for the event.	To have one such event each year.
Create formal link with nearest walled town to arrange joint promotion and project working.	Local WTFC members	To create at least formal link if practicable	Will increase through joint working awareness of the Circle and its aims in a regional context.	To achieve one joint local working project.
Arrange for the local town name signs at each entry point to be marked with the badge of the WTFC.	Local WTFC members	To have all signs marked in first year	Will raise awareness of residents and visitors of existence of the Circle and involvement of the town.	Permanent reminder of Circle membership to all.

APPENDIX 3

Primary Member Contacts

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
AUSTRIA	Mr	F	Tades		Stadtfeldgasse 11	DROSENDORF AN DER AUSTRIA THAYA	AUSTRIA	A-2095	0043 2915 2253	0043 2915 2755	Franz.Tades@asn.netway.atDrosendorf
Eggenburg	Mag.		Beugswetter	Tourism Officer	Kremserstrasses 3	EGGENBURG	AUSTRIA	A-3730	0043 2984 3501	0043 2984 3526	See Mayor
Friesach	Mr	A	Putz	Referent fur Tourismus	Schellengasse 15	FRIESACH	AUSTRIA	A-9360			
Gars/Kamp	Mr		Schrammel	Burgermeister	Rathaus. Wiener Strasse	GARS/KAMP	AUSTRIA				
Gmund in Karnten	Mr	H	Werginz	Burgermeister	Rathaus, Hauptplatz 20	GMUND IN KARTEN	AUSTRIA	A9853	43 4798 3978		
Horn	Mr	A	Klik	Burgermeister	Rathausplatz 4	HORN	AUSTRIA				
Oberwolz	Bgm	S	Krainer	Burgermeister	Stadgemeinde Oberwolz	OBERWOLZ	AUSTRIA	A-8832	43 3581 7330		
Radstadt	Dir.		Krismer	Tourism Officer	Stadtplatz 17	RADSTADT	AUSTRIA	A-5550	06452 4305	06452 6702	
Waidhofen AN DER Thaya	Bgm	J	Maier	Burgermeister	Hauptplatz 1, Postfach 4	WAIDHOFEN AN DER THAYA	AUSTRIA	A-3830	43 2842 2331 99		
BELGIUM	Mr	p	Slosse	Tourism Officer	Grote Markt 34	IEPER	BELGIUM	B-8900	057 20 07 24	057 21 85 89	PTI@.leper.BEleper
CHINA Xi'an			Feng Xu-Chu	Mayor	159 Bei Yuan Men	XI'AN SHANXI	P.R. CHINA				
CROATIA Zadar	Prof	D	Misljenac		Bana Josipa Jelacica 26C	ZADAR	CROATIA	HR-23000	00385 23311692		
Dubrovnik	Ms		Bagoje	Ass. Of Friends	St Dominika 3	DUBROVNIK	CROATIA	20000	385 20425942	385 20425222	
Korkula	Mr	S	Kraljevic	Tourist Officer	Obala Vinka Paletina	KORKULA, STON	CROATIA	20260			
Nin	Ms		Dejanovic		Turisticka Zajednica	NIN	CROATIA	57232			
Novigrad	Mr	J	Klapan	Head of Municipality	Kralic E Kotromanac	100 NOVIGRAD	CROATIA	23312			
Osor	Mr	Z	Sajic	Town Manager		OSOR	CROATIA	51542			
Ston	Mr	J	Bazovic	Tourism Officer	Trg. Kraya Tomislava 1	STON	CROATIA	20230			

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
Trogir	Mr	S	Geic	Direktor	Obala B Berislavika	TROGIR	CROATIA	HR 21220			
Jaromer	Mr	P	Mertlik	Tourism Officer	Mestsdy Urad, Namesti CSA 16	JAROMER	CZECH REP	551 33			
Policka	Mr		Jan Matous	Tourism Officer 67	Palackeho nam.160.ck	POLICKA	CZECH.RE P	572.01	00420 463	00420 46	238infocentrum.polic ka@telecom
Telc	Mr		Zadrazil		Namesti Zachariase z Hradce 10	TELC	CZECH REP	58856			
CYPRUS Nicosia				The Mayor	Town Hal Eleftheria Square, PO Box 1015	NICOSIA	CYPRUS		357 2463363		
Athenry	Mr	B	Walsh	Project Marketing	Athenry Heritage Centre	ATHENRY	EIRE				
Fethard	Mr		O'Keeffe	Friends of Fethard	17 Main Street	FETHARD	EIRE		052 31882		
Limerick	Ms	C	O'Rahily	Archaeologist	Limerick Corporation City Hall	LIMERICK	EIRE		061 315833		
Waterford	Mr	E	McEaney	History Advisor	City Hall, The Mall	WATERFORD	EIRE		00353 57879124		
Youghal	Mr	N	Bremman	Town Clerk	The Mall House	YOUGHAL	EIRE		024 92926		
ENGLAND	Cllr	J	Price		Labour Office, Town Hall	CHESTER	ENGLAND	CH1 2HF	01244 402393	01244 402484	j.price@chester.gov.uk
Berwick on Tweed	Mr		Cawthorn	Chief Executive	Council Offices Wallace Green	BERWICK ON TWEED	ENGLAND	TD15 1ED	01289 330540		
Canterbury	Mr	W	Pettit	Tourism Officer	Council Offices, Military Road	CANTERBURY	ENGLAND	CT1 1YW	01277 763727		
Chichester	Cllr	A	Scicluna		102 Whyke Lane	CHICHESTER	ENGLAND	PO19 2AT			
Colchester	Mr		Good	Director of Community	Town Hall	COLCHESTER	ENGLAND	CO1 1GL			
Great Yarmouth	Mr	Earl	Conservation Officer	Planning and Development Dept, Greyfriars House		GREAT YARMOUTH	ENGLAND	NR30 2QE	01493 846110		
Ludlow	Mrs		Nixon	Town Clerk	Town Council, Buttercross	LUDLOW	ENGLAND	SY8 1NH			
Southampton	Mr		Drake	Heritage, Arts & Entertainments	Directorate of Leisure & City Services, Civic Centre	SOUTHAMPTON	ENGLAND	SO14 7LP	01703 832424		

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
FRANCE	Mr	J	Van Agt		13 rue Carnot	BERGUES	FRANCE	59380	0328 686886		
Boulogne sur Mer	M.		Tassart	Directeur du Development	5 rue Guyalemairie	BOULOGNE SUR MER	FRANCE	62200	218 03769		
Brouage				Maire	Hiers-Brouage	BROUAGE	FRANCE	17320			
Dinan				Maire	Ville de Dinan	DINAN	FRANCE	22100			
Domme				Maire	Hotel de Ville	DOMME	FRANCE	24250	532 82581		
Entrevaux				Marie	d'Entrevax Burueau d'Accueil	ENTREVAUX	FRANCE	4320			
Haguenau	Mme		Pensa	Chargee de Tourisme	Place do la Gare	HAGUENAU	FRANCE	67500	889369 89		
Langres		M.	Covelli		Service Patrimoine	LANGRES	FRANCE	52203	01033 258 72777		
Cefalu Palermo				Sindaco		PALERMO	ITALY				
Cerreto di Spoleto				Sindaco	Piazza Pontano 18	CERRETO DI SPOLETO	ITALY	6040	0743 91412		
Cittadella				Sindaco	Piazza L. Pieroban I	CITTADELLA	ITALY	35013	049 9400977		
Corinaldo				Sindaco	Via del Corso 9	CORINALDO	ITALY	60013	071 67019		
Este	Mr		Piva	L'Assessore Alla, Ultura e Turismo	Palazzo Moroni Via Fevraio	PADOVA	ITALY	35100			
Ferentino	Mr		Sonni		Piazza Mazzini	FERENTINO	ITALY	3013			
Ferrara	Mr		Gemellaggi	L'Assessore allo Sport	Piazza del Municipio 2	FERRARA	ITALY	44100	0532 202349		
Gradara				Sindaco Gradara	23 Via Mancini	GRADARA	ITALY	61012			
Jesi	Miss		Mammoli	Assessore Cultura Spettacolo E	Comune di Jesi Piazza Indipendenza 1	JESI	ITALY	60035	0731 538328		
Marostica				The Mayor		MAROSTICA	ITALY				
Monselice	Mr		Ghidotti	Via Chiesa 1	Associazione Amici del Museo	MONSELICE	ITALY	35043	0429 50245		
Montagnana	Prof		Colognese	Palazzo del Prorio San Micheli	Via Carrarese 14	MONTAGNANA	ITALY	35044	0429 800737		

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
MONTONE				Sindaco Montone	Piazza Forte Braccio 3	MONTONE	ITALY	6014	075 9306415		
Padova	Dr	M	Berti	Architect	Palazzo Moroni Via V111 Fevraio	PADOVA	ITALY	35100			
Perugia	Mr		Ambroglini	Assessore al Turismo	Sez Attivita Culturali Officio Turismo Palazzo Penna	PERUGIA	ITALY	6100	003975 23206		
Pesaro				Sindaco Pesaro	Palazzo del Popolo	PESARO	ITALY	61100	0721 33919		
San Giignano				Sindaco San Gimignano	Piazza Duomo 1	SA GIMIGNANO (SI)	ITALY	53037	0577 940112		
Sansepolcro	Mr		Comanucci	Tourism Officer	Via XX Settembre 151	SANSEPOLCRO	ITALY	52037	0575 732219		
Sirmione				Sindaco Simione	Via 24 Maggio N33 Colombare di Sirmione	SIRMIONE	ITALY	25010	030 9196779		
Soave		L	Rossetto	C/o Sindaco Soave	8 Via Camuzzoni	SOAVE	ITALY	37038	045 7680777	045 6190200	Luigi.rossetto@tim.it
Stroncone	Dott.		Pissio	Assessore alla Cultura		STRONCONE	ITALY	5039			
Treia	Mr		Marozzi	Assessore al Turismo	Piazza della Repubblica 1	TRIEA	ITALY	62010	0733 216738		
Treviso				Sindaco	Cia Municipio 16	TREVISO	ITALY	31100	0422 588201		
Volterra	Mr		Paterni	Assessore al Turismo Sport Regionale Territoriale		VOLTERRA	ITALY		2555	2236	
Venice	Mr	P	Costa	Palazzo Baldini	Dorsduro 3901	VENEZIA	ITALY	3010			
Vianden	Dr		Frisch	Bourmestre	Grand-Rue 29	VIANDEN	LUXEMBOURG	L-9410			
MALTA M'dina	Mr	J	Manduca	Mdina Cultural Association	Beaulieu, 4 Bastion Square	MDINA	MALTA	RBT12	00356 45400	00356 452608	
Mdina	Mr	R	Bondin	Mdina Rehabilitation	210 Triq ir-Republika	M'DINA	MALTA	VLT03	00356 235791	00356 235785	Ray.bondin@magnet.mt
Valletta	Cllr	J	Spiteri	Deputy Mayor	31 South Street	VALLETTA	MALTA	VLT11	00 356 234141	00356 234323	

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
Victoria-Cittadella, Gozo	Mr		Mizzi	Midsea Publications	3a Strait Street	GOZO	MALTA				
NORTHERN IRELAND	Cllr	W	Hamilton	Carrickfergus Town Council	Town Hall	CARRICKFERGUS	N. IRELAND	BT38 7DL			
Derry	Mr	G	Henry	Director City Marketing	Council Offices, 5 Guildhall st, 98 Strand Road	DERRY	N.IRELAND	BT48 6BJ	01504 365151	01504 264858	
Fredrikstad	mr		Knudse	Tourist Managet	Turistkonkor	GAMLE FREDRIKSTAD	NORWAY	N-1630			
ROMANIA	Mr	M	Hava	Mayor	IIC Bratianu	ALBA IULIA	ROMANIA	2000	40058 819462	400588125 45	Hava@apulum.ro
PORTUGAL	Ms	E	Grillo	C/o The Mayor	Apartardo 70	ELVAS	PORTUGA L	7351			
Almeida				Presidente da Camara	Camara Unicipal de Ameida	ALMEIDA	PORTUGA L	6350			
Evora	Mr		Guerreiro	Dept International Relations	El Sindaca, Camara Municipal Praca de Sertoria	EVORA	PORTUGA L	7034	66 22950		
Guimaraes	Dr		Da Silva Alves Coelho	Vereador da Cultura e Turismo	Camera Municipal/Largo Conego Jose Maria Gomes	GUIMARAES	PORTUGA L	4800			
Lagos	Mr		Rosado	Presidente da Camara	Camara Municipal de Lagos	LAGOS	PORTUGA L	8600	082 767105		
Obidos	Mr		Da Silva		Largo de S. Pedro	OBIDOS	PORTUGA L	2510	062 959340		
St Andrews	Ms	A	Laughlin	Tourism Projects Kingdom of Fife Tourist	St Andrews TMP	ST ANDREWS	SCOTLAN D	KY16 9NV	01334 47781201	01334 478442	Jm.mcleish@east.pharos.co.
Stirling	Mr		Wardrop	Tourism & Enviro Serv	Stirling Council	STIRLING	SCOTLAN D	FK8 2ET	01786 4485350176	443199	Wardropk@stirling.gov.uk
Piran	mrs	N	Zadj	Public Relations	Tartinijev trg 2	PIRAN	SLOVENIA	6330	00386 66 746201	00386 66746	Nada-E.Zajc@piran.gov.si
SPAIN	Snr	JMG	Diez	Mayor	Plaza Mayor 1	LUGO	SPAIN	27002			
Alcudia	Ms		Trujois	Information Officer	Ayuntamiento D'Alcudia 9 Major	ALCUDIA	MALLORA CA	7400	971 546515		

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
Alcudia	Mr		Socias	Baaatle	Ayuntamiento D'Alcudia 1 Major	ALCUDIA	SPAIN	7400	971 546515		
Avila	Mr		Paniagula	Alcalde- Presidnete plaza de la Victoria Ayuntamaiento de	Plaza de la Victoria 1	AVILA	SPAIN	5001			
Castellon				Alcalde	Plaza Mayor 1	12001 CASTELLON	SPAIN		964 160762		
Cuenca	Mr		Cenzano		Ayutamiento de Cuenca Plaz Mayor 1	CUENCA	SPAIN	16001	966 228420		
Ibiza	Mr	Ribas			Ayuntmiento de Elvissa	IBIZA	SPAIN				
Olivenza (Badajoz)				Alcalde	Plaza de Espania 1	06002 BADAJOZ	SPAIN		924 490209		
Plasencia (Caceres)				Alcalde	Plaza Mayor 1	01003 CACERES	SPAIN		927 421304		
Toledo				Alcalde	Plaza Consistorio No 1	45071 TOLEDO	SPAIN				
Visby	Mr		Jansson	Marketing Manager	Gotland Tourist Association Box 2081	VISBY	SWEDEN		46/49878940		
WALES	Mrs	L	Thorp	Chairman, Wales Link	Guildhall	CONWY	WALES	LL32 8LD			
Brecon	Mr		Pritchard	Head of Economic Dept	Business Connect	YSTRADGYNLAIS	WALES	SA9 1BS	01639 84407	01639 849590	
Caerleon	Ms		Richards	Toursim	Economic Development	NEWPORT	WALES	NP9 4RU	01633 233327		Ecoder@newport.btiinternet.c
Caernarfon	Mr		Vernon Pierce	Town Clerk	Royal Town Council of Caernarfon Institute	CAERNARFON	WALES	LL55 1AT			
Caerwent	Mrs		McKeon	Clerk to the Council	Mayfield, Pill Row	CALDICOT	WALES	NP6 4JD			
Chepstow	Mr		Jones	Town Clerk	Chepstow Town Council, The Gatehouse	CHEPSTOW	WALES	NP6 5LH			
Conwy	Mrs		Battersby	Town Clerk	Guildhall	CONWY	WALES	LL32 8LD	01492 596254		
Cowbridge	Mr		Fray	Tourism Officer	Vale of Glamorgan Council	BARRY	WALES		01446 704677		

Member	Title	Initials	Surname	Officer	Address	City	Country	Postcode	Phone	Fax	Email
Denbigh	Mr		Medwyn Jones	Town Clerk/Treasurer	Cowbridge with Llanblethian Town Council, Town Hall	DENBIGH	WALES	LL16 3TB	01745 815984		
Montgomery	Mrs		Bailey	Town Clerk	Colorado, Middletown	WELSHPOOL	WALES	SY21 8EY			
Pembroke	Mr		Lloyd	Town Clerk/Finanical Town Hall, Main Street	PEMBROKE	WALES	SA71 4JS	01646 683092			
Tenby				Town Clerk/Finance Town Council, de Valance	TENBY	WALES	SA70 8AB				
President	Cllr	J	Price	President	Labour Office, Town Hall	CHESTER	ENGLAND	CH1 2HF	01244 402393	01244 402484	j.price@chestercc.gov.uk
Deputy President	Mrs	M	Arkestiejn-van Willigen	Deputy President	Van Ostadelaan 21	1412 JG NAARDEN	HOLLAND		0031 356945319	0031 356945319	
Treasurer	Mr	R	Storey	Treasurer	16Cwm Gwennol	SAUNDERSFOOT	WALES	SA69 9PN	01834 811254	01834 811254	wffc.treas@barclays.net

APPENDIX 4

INCOME EURO(€)	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Fees - Members	0	4514	7094	6963	8224	9214	9827	10792	9296	9501
Associate Members	0	0	0	0	0	952	397	858	464	128
Interest Earned	266	0	136	90	154	112	179	197	72	106
Sale Ties/badges/flags	0	0	114	128	88	678	355	230	24	54
Donations	922	10	0	0	0	0	0	0	0	621
E.C. Grants	10746	0	0	0	0	0	0	0	0	0
Surplus E.C. Project	0	0	0	1363	0	0	0	profit	on euro	59
Web-site receipts	0	0	0	0	0	0	254	0	0	0
WTB	0	0	3840	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Total Income	11933	4523	11184	8544	8466	10957	11013	12077	9856	10469
	0	0	0	0	0	0	0	0	0	0

EXPENDITURE	0	0	0	0	0	0	0	0	0	0
Executive meetings	0	976	1258	2078	1227	1819	1712	1861	1694	1602
Pre Symposium Visits	0	594	1117	926	659	0	0	1192	0	0
Sec. At Symposium	0	0	1360	1802	1827	1947	1824	1494	2045	0
Other symposium exes	1629	0	0	0	1010	0	0	0	0	0
President's travel etc.	0	483	557	621	846	638	638	576	616	592
Stationery	466	429	256	229	29	214	136	138	0	43
Newsletters	347	362	0	0	507	1805	0	0	0	0
Telephone/fax/postage	160	0	848	509	600	739	970	891	672	0
Wages	227	0	64	0	0	654	1630	1242	688	83
Brochures/Certificates	9214	0	0	0	0	0	0	0	0	0
Travelling	61	51	32	144	158	0	0	0	0	0
Sundry	0	37	0	5	0	0	0	0	0	58
Development Committee	0	0	0	974	0	0	0	0	0	0
Ties/Badges/flags/gifts	0	0	925	410	621	1526	1077	613	971	790
Equipment & repairs	0	0	662	104	267	0	150	0	0	0
Audit Fee	0	0	706	950	499	544	592	592	592	560
Web site	0	0	0	0	0	490	2019	2048	1648	2154
	0	0	0	0	0	0	0	0	0	0
Total expenditure	12104	2931	7784	8752	8251	10378	10749	10646	8926	5882
Surplus/(Deficit)	-171	1592	3400	-208	214	579	264	1430	930	4587
Less Repayment to E.C.	0	0	0	0	0	0	0	2198	2165	1522
GENERAL FUND	-171	1421	4821	4613	4827	5406	5670	4902	3667	6733

