Stakeholders - an Important Part of a Sustainable City Concept

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Abstract. Cities and their representatives need to respond adequately to societal, economic, cultural, climatic and demographic changes that are reflected in new concepts of transformation and the development of spatial urban structures. These changes and new approaches that are linked to responsibility towards the environment and the sustainability of cities require a larger number of professionals from different fields and disciplines to be involved in planning processes. Due to the fact that the behaviour of its inhabitants (their habits and their lifestyles) has a major influence on the character of the present city, it cannot be limited to rational and technical approaches. Which planning methods should be applied in the concepts of sustainable, gradual and vital transformation of space, city and landscape? Which entities should be involved in the planning process? How to communicate with stakeholders? What tools should be applied when designing with the long-term perspective of gradual transformation of space, city and landscape? The submitted contribution deals with these questions and examines them on the implemented project - DANUrB. It aims to evaluate the cultural and landscape heritage in selected small and medium-sized towns along the Danube, through the involvement of stakeholders. The contribution presents the research and the applied methodology connected with stakeholder engagement in the process of seeking a vision aimed at making their city more attractive through cultural tourism. As part of the project's research, a methodology for data collection, common to all participating partners (university institutions, municipal and regional authorities) was established. The methodology was aimed at gaining a wide range of stakeholder information, including their requirements and expectations for the future development of their respective territory, including the identification of interest in active participation. The methodology was applied to selected small and medium towns along the Danube. Our partners in the project in Slovakia are the towns of Komárno and Štúrovo. We have therefore researched the stakeholders with links to these cities and their surroundings. Part of the research is also a comparison of the stakeholders' approach in individual cities, depending on the nature of the city and its cultural background.

1. Introduction

The spatial development of cities is strongly influenced by social aspects. They began to be the subject of exploration at the turn of the 19th and 20th centuries with the rise of social problems of cities. Major sociologists Max Weber, Émile Durkheim and George Simme [1] addressed this problem. The importance of the link between the material environment and human behavior was defined by Robert Ezra Park. The city was perceived as a "cultural creation that becomes the natural environment of modern man and retroactively influences his actions and thinking" [2].
Relationships between social phenomena, urban problems, and their spatial form began to be explored more fundamentally in the late 1960s and the following decades. With the revolutionary attitudes regarding social problems of cities, Jane Jacobs, who pointed out the connection between the social problems of cities, urban communities and the nature of urban development or public spaces, came up in the early 1960s [3]. The sociologist Castells has already pointed out the important social role of professions tied to shaping of the urban environment - architects, urban planners, land use planners. He appealed to heed their work on social justice in making the city [4]. "In the 1960s, a good knowledge of the existing living conditions in the city, or the area affected by the planning, and the provision of space to the residents to express their ideas and dissatisfaction", was considered a necessary part of planning [1]. Philosophers Henry Lefebvre and geographer David Hareye are talking about the "right to the city". According to Lefebvre "the right to the city is much more than individual freedom to urban resources: it is the right to change themselves through the transformation of the city" [2].

Especially sociologists Jiří Musil and Ján Pašiak studied social aspects in our urban environment in the Czech-Slovak context. Today, Luděk Sýkora, Michal Růček, philosopher Miroslav Marcelli are enriching in this respect.

With this knowledge and the development of city problems, the role of the architect has been changing.

Many authors indicate in their work the important mission of the profession of architect for the society. The essence of architecture in the contemporary world is to "take into account its inhabitants" [5]. "Social aspect", designing for people - understanding the needs of society, community, or individuals is essential to the profession of architect. This dimension has become more profound in the minds of architects since the 1970s. Today it becomes even more urgent. Architects have been becoming “active”. The social aspect in the work of architects translates into a tendency to involve residents and local actors in the process of transforming urban structures. Architect in addition to his traditional role becomes a facilitator and the generator of socio-spatial processes [6].

2. Developing small and medium-sized cities through the social pillar of sustainable tourism

The DANUrB project is focused on the principles of sustainable development. Therefore, the following documents have a significant impact on the concept of urban development around the Danube:

- European Spatial Development Perspective (ESDP, Potsdam, 1999). The basic thesis of the document is the sustainable development of the territory on the base of three key principles:
  - Promoting a balanced polycentric system of cities and a new relationship between urban and rural areas.
  - Ensuring equal access to infrastructure and knowledge.
  - Reasonable management and protection of natural and cultural heritage.
- The Lisbon Strategy (2000), which aims at sustainable development and a competitive knowledge-based economy. The essential keys of this strategy are: the environmental, economic and social pillar.
- NATURA 2000;
- International Landscape Convention;
- World Charter for Sustainable Tourism.

In addition, the DANUrB project focuses on the principles of sustainable tourism. The theme is particularly topical in the last two decades, which is due to the dramatic increase in non-ecological and unsustainable mass tourism. Sustainable tourism is its counterpart. The fundamental principles of sustainable tourism are based on the principles of sustainable development. This can be characterized as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" [7]. Sustainable tourism is also based on this principle, using resources so that the economic, social and aesthetic needs are met while preserving cultural integrity, ecology, and biological diversity [8].
From the above mentioned ideas, it is clear that the sustainable development of tourism is based on three basic pillars: economic, socio-cultural and environmental. In doing so, the principle is that the extent of demand is consistent with the economic, socio-cultural and environmental objectives of spatial development of the area while ensuring its competitiveness.

At the same time, sustainable tourism is based on the following principles:

- Ethics, environmental education, relevant information;
- The synergy of a wide range of stakeholders, their appropriate management and political support;
- On tourist satisfaction and market satisfaction [9].

Some authors add to the three pillars of economic, ecological and cultural sustainability a fourth principle - community sustainability [10].

The DANUrB project aims to assess the untapped cultural and natural potential of cities and regions around the Danube River through sustainable tourism. For this reason, it was crucial for the project to follow the criteria of sustainable tourism, which was defined by the World Charter for Sustainable Tourism. The following criteria are crucial to sustainable tourism and its social component when developing the strategies for the cities studied:

- Respect for the area - its natural and cultural heritage, as well as the people living there;
- Supporting the local economy and the economic development of the area; Engaging local businesses that create jobs for local residents;
- Promoting balanced development that is beneficial to the community and environmentally friendly;
- Promoting sustainable mode of transport within the city and region;
- Generating revenue that is reinvested in improving the environment and improving community life;
- Promoting initiatives and finding new opportunities. Organized and coordinated efforts of many people and entities.

The basic objective is the long-term viability of the territory [11].

Part of the sustainable tourism and its social component is the interest in visitors with special needs and limited funding. Part of the concept of sustainable tourism is the monitoring the quantity of visitors and evaluating visitor satisfaction [11]. It is essential for sustainable tourism in a given area to attract visitors with its uniqueness, its story, its tangible and intangible cultural heritage, but also its diversity. It is necessary in order to attract the tourists for the destination and to persuade them to spend their time there and thus support its local economy - service economy, local suppliers and their local products. In the DANUrB project, we focused on analysing the features that the city can valorise and use to develop tourism and particularly sustainable tourism that simultaneously supports and strengthens local communities. A new viable economic base in the studied towns of Komárnos and Štúrovo can be the area of culture, services and in the form of "small and family businesses". This kind of economy is based on given conditions and traditions. In doing so, it strengthens local communities through common interest and focus. They are an integral part of sustainable urban development and tourism in it. Adventure and wellness tourism as part of sustainable tourism means also increasing the quality of life for the inhabitants of the Danube area [12].

3. Participation as part of sustainable city planning

Successful implementation of the principle of sustainable urban development requires new approaches to planning. The already presented social pillar of sustainable development and of sustainable tourism signals the need to change the planning approaches. Their basis is a good cooperation between residents, representatives of different institutions, representatives of cities and architects. Without the participation of these actors, the success and quality of the development or transformation of the city's territory is not certain. Without synergy, their needs cannot be sufficiently understood and reflected. "Sustainable settlement development cannot be achieved without active public participation at all stages and locations of its implementation ..." [13]. Dialogue between the city, experts, project leaders
and the population is based on democratic principles. It is up to urban planners and architects to transfer philosophical ideas from "res publica" and "res economica" to "civitas" [14].

"The term participation, participatory planning in the context of designing and planning public spaces and buildings, cities, rural settlements and regions refers to the direct, structured and transparent involvement of land users in the process of developing a plan or project. Participation will enable the users of the territory to influence the final form of the plan or project while maintaining the professional responsibility of the designer as well as the delegated responsibility of the public administration" [15].

In order for participatory planning to be successful, a number of subjects need to be involved in the planning process. These include:

- Local knowledge bearers - future users
- Professionals - expert knowledge bearers
- Holders of delegated powers and responsibilities - representatives of public administration, both self-government and state administration [15].

The local knowledge group is represented by individuals, organizations and communities (non-profit and commercial). Individuals should be represented in the planning process mainly by regular users of the territory (residents, employees of local firms, students ...), but also by occasional users of the territory (visitors ...). Representatives of various non-profit institutions, such as cultural institutions, youth organizations, local associations, shop owners, service facilities, buildings, their tenants, and administrators, are also important carriers of local knowledge.

The group of experts is represented by specialists with practical and expert knowledge of the designing, projecting and planning methodology (architects, draftsmen, experts from various scientific and professional fields) [15].

The public administration group is represented mainly by the local government and the affected state administration bodies (e.g. Monuments Board, Building Authority, Environmental Office, Land-use Planning or the City Chief Architect) [15]. In the participatory process it is necessary to communicate with investors and companies who are interested in realizing their investment intentions in the given area, because the private sources represent a fundamental part of the development of the territory. Only through the engagement and synergy of all participants in the whole planning process can the long-term effect of territorial development be achieved.

The planning process can be divided into several phases, with several models of this process. Most of them consist of the following phases:

- Preparatory phase: formulating objectives - setting the structure of the necessary information;
- Analytical phase: data collection stage;
- Planning and design phase: preparation of alternative solutions with public involvement, education and decision making;
- Final phase of the project: Selection and drafting of the proposal and approval process;
- Implementation and cyclical evaluation of implementation success.

The basic objectives of the initial phase of participation include:

- Mapping of geographical, cultural-historical, social and demographic characteristics of the site,
- Identification of public interests, social needs and values
- Collecting economic, environmental and social information from the public
- Development of partner contacts: citizen - public - regional and local government - investors - interest associations - non-governmental organizations,
- Informing the public about alternative solutions and plans [13].

For the DANUrB project and its objectives, the data collection phase from all stakeholder groups was essential. The stakeholders are representatives of the public or organizations interested in engaging in territorial development processes, as they are directly affected by it. They can raise or
assess some problems, but also make suggestions. The stakeholder grouping results from the specific situation and territory with which they are linked. Therefore, they are always different and unrepeatable.

Abroad, the participatory principle of planning is already rooted, applied in practice, studied in the theoretical field, evaluated and constantly innovated.

In Slovakia, this method is still in the process of being part of the land-use planning and design process. However, projects with active public involvement are increasingly being implemented. For many I will introduce. The project Trenčín is Ty [16], projects in Bratislava Nová Obchodná [17], Živé námestie [18], or the project Living Flowers in Lučenec realized by architect Ivan Siláči [19], the professional work of Katarína Smatanová with Roma communities [20] and others. A particular example of civic participation in Slovakia is the Plan Bratislava, which focuses on the overall strategy of the city's functioning. The project was initiated by the architect Matúš Vallo and was attended by more than 60 experts from various fields and areas of social, cultural, public or academic life [21].

Most of the above mentioned projects were also attended by the Faculty of Architecture of the Slovak University of Technology through its teachers, doctoral students and students. The DANUrB project and its part of participatory planning build on these experiences.

4. DANUrB Stakeholder Research and participatory process

The above mentioned participatory process with the associated partners in the project DANUrB - the municipality of the town Komárno and Štúrovo, was performed at the turn of 2017/2018 (October - February). In addition to activities that helped in the search and valorisation scenarios of the cultural heritage (especially through student studio work), data acquisition for the creation of an active network of local actors - the stakeholder platform of the Danube Cultural Promenade - was not less important.

The Methodology for the collection of the data was elaborated by the project leader BME. The first step was the division of the whole DANUrB area into 10 regions, every of them lead by one of the project partners. This was set during the partners meeting in Golubac - fall 2017. The Guidelines for the collection were sent by email in November 2017 - authors Arpad Szabo and Annamaria Orban (BME DANUrB Lead Partner). Their purpose is to have clear and common rules and same kind of data for the huge territory of the DANUrB project.

The first question that needed to be answered was “who is a DANUrB stakeholder?”

All those participants in the DANUrB project who “have a stake”:

- Who have been already engaged in culture related activities along the Danube
- Are interested in exploiting this rich regional resource in order to strengthen the local communities identity
- Are ready to find and use hidden socio-cultural resources for a better economic and social return of their locality
- And are ready to build regional cooperative networks for the same purposes

They are local governments/municipalities, cultural and educational institutions, civil organizations, local entrepreneurs and even the local community members themselves.

The primary stakeholders - municipalities, local governments are - representing the interest and governing the local communities - with their professional workers, who are the “nods” in the local cultural institutional and entrepreneurial network, having useful data, information, contacts and relations. The DANUrB stakeholder research was recommended to be started from the primary - already existing database of the municipalities, from which it’s easier further to build a network of civil, institutional and entrepreneurial locals.

The format of building the network was set to be done variously, via meetings, discussions in many forms and methodology used: interviews, focus group, citizen discussions, forums etc.

The “Umbrella” stakeholders - with regional impact, having their center in the given locality - are as much important. Initiatives with local stakeholder participants who are already networking even beyond borders in the field of local development, culture, gastronomy and tourism.
4.1. Methodology of steps in the contacting of stakeholders
In the first round all the stakeholders - based on the above description - should be gathered and a stakeholder and institutional data list excel file had to be filled with the necessary information.

As a second step, in case some very active “more engaged” stakeholders, who have already been involved in various cultural related programs, projects in the local community as participants, organizers or donors were contacted and considered as potentially important from the DANUrB project’s point of view, were asked by phone or email and a date and place of a personal meeting was set in order to fill out the stakeholder datasheet (questionaire). This datasheet contains many important questions useful for the further DANUrB stakeholder network building and cooperation.

All datasheets were saved with specific codes: ST_Country number_name of the city_DS number

4.2. Data collected
After testing period of stakeholder data collection in the first half of 2017, the definitive instructions for collecting the data contained in the guidelines were sent by November 2017. The process of collection and elaboration of the data continued until the delivery of the datasheets by February 2018. The presentation of the collected datasheets took place in March 2018 at the Scientific committee meeting of the DANUrB project in Bratislava in the format of a Poster presentation.

4.3. Quantitative outcomes of the process of data collection
Number of stakeholder datasheets collected by partners in their regions:

- Technical University Vienna, Danube University Krems (Austria): Passau - Wachau - Vienna - Bratislava region: 16 datasheets
- Slovak University of Technology (Slovakia): Bratislava - Komárno - Štúrovo region: 22 datasheets (Komárno 12 + Štúrovo 10)
- Budapest University of Technology and Economics (Hungary): Esztergom - Dunaujváros region: 28 datasheets
- (Dunakanyar 5, Esztergom 9, Ráckeve 14)
- Budapest University of Technology and Economics (Hungary): Dunaújváros - Mohács region: 8 datasheets
- University of Novi Sad (Serbia): Mohács - Vukovar - Novi Sad region: 6 datasheets
- University of Belgrade - Faculty of Architecture (Serbia): Belegrade - Smederevo region: 32 datasheets
- University of Belgrade - Faculty of Architecture (Serbia): Golubac - Gruia region: 30 datasheets
- National Institute of Research Development in Tourism (Romania): Vidin - Olt estuary region: 8 datasheets
- Ion Mincu University of Architecture and Urbanism (Romania): Olt estuary - Ruse - Giurgiu - Silistra region: 5 datasheets
- Ion Mincu University of Architecture and Urbanism (Romania): Silistra - Danube delta region: 17 datasheets

Total number of stakeholder datasheets collected in the DANUrB region: 172

The Slovak University of Technology DANUrB team was responsible for the 2nd region stretching from Bratislava to Štúrovo. For these purposes, we have addressed our activities with the help of representatives of the municipality of Komárno and Štúrovo (we have sent emails to more than 40 local institutions) and have contacted several local institutions. In the case of interest of the addressed participants, we organized a personal meeting of representatives of the institution and representatives of the Faculty of Architecture (mostly 3 - 4 members) in Komárno. For the Štúrovo meetings we coordinated with the municipal office - associated partner of the DANUrB project and helped with the organization of the meetings and data collection, which they managed by themselves. Most of the meetings took place at the institution's premises, in some cases on neutral grounds, for example in the
The case of business lunches. Meetings consisted of presenting the objectives and focus of the DANUrB project and reciprocal information on the activities and functioning of local actors. For a deeper and more accurate acquisition of information and data from local actors from the entire Danube area of interest in the DANUrB project, a sociological questionnaire "datasheet" was created and agreed upon at international research meetings and workshops as mentioned above. The questionnaire went through iteration after the test completion in the first half of 2017 and was similar to the form on tangible and intangible cultural heritage in the area of interest. The entire process has been coordinated between DANUrB project partners so that timing and quality of data was relevant to the next steps.

In the final version, it consisted of the following:

- A brief description of the DANUrB project - an informative part for stakeholders.
- The next section of the questionnaire is graphic data from the addressed institutions: the location of the actor in the orthophoto map and the illustrative images of the institution's activities or presentations.

This is followed by factual information about the institution's name, activity focus and the size of the target group affected by the actor's activities.

All other questions are already DANUrB-oriented and open-ended - requiring a subjective statement from the interviewee (Relationship to the Danube; Mission, Goals, Role of the Organization, which may be relevant to the DANUrB project; DANUrB project-related activities, actor initiatives and programs; actors proposed cultural heritage related to the Danube, which is to be valorized in the DANUrB project, the relationship and potential to other actors in the DANUrB cultural network, or suggestion / tips for other stakeholders).

The sequence of steps for obtaining data was as follows:

- Searching for relevant institutions and their contact details;
- E-mail contact with potential stakeholders / emailing (October-December);
- In case of a positive questionnaire reply planning of a personal meeting;
- Personal meeting (December, January);
- Pre-completion of the datasheet according to the information from the personal meeting (this was done in local language, we translated the datasheets so all the stakeholders could understand - lack of English language skills);
- Sending a draft document of the datasheet with additional questions if needed to the stakeholder;
- Possible correction and completion and approval by the actor - finalisation of the datasheet - translation to the original English version;
- Delivering the datasheets to the Project Leader BME (February 2018).

In addition to the datasheets, an excel spreadsheet with basic factual and contact data for institutions, "hard" data, complementary to the questionnaire form. The spreadsheet contains these kinds of data:

- Name; type of institution - choice of options: cultural institution, local development and tourism, civil / non-governmental organization, educational institution, other public institution;
- Area of competence / scale - choice of options: local, regional, national, international;
- Main activity tips - choice of options: protection, development, sport, socio - cultural, tourism and gastronomy, commerce and commercial area, education ...;
- Location coordinators google maps (longitude and latitude);
- Contact person: name, address, telephone number, email address, language, engagement rate;
- Notes - mostly institution website.

The stakeholder datasheets of all the sites involved in the project were collected and processed for the purpose of further discussion at the above mentioned meeting of all partner institutions at the FA STU in March 2018. They were presented along with the cultural heritage to create ideas for possible links and the possibilities of valorisation and creation of the Danube cultural promenade with a strong identity and a single tourist brand of the Danube region.
This information will be the basic components of the strategy and branding of the Danube Cultural Promenade. The data were also incorporated into the working GIS map of the DANUrB project area for the needs of creating a stakeholder platform. Results will be presented to the wider public on the DANUrB platform website, with the possibility to add new stakeholders, activities, good practices and new projects - with the intention to induce collaboration between the project partners and stakeholders.

4.4. Case study Komárno

In the DANUrB project partner town of Komárno 12 institutions expressed interest and participated actively in the data collection.

Outside the municipal office (and its constituents - the chief architect and the monument department) these were the following institutions:

- Pro Castello Comaromiensi, ngo - an organization with great enthusiasm to renew, research and present the national cultural monument of the fortification system of the town;
- Pons Danubii EGTC - is a European grouping of territorial cooperation it is constituted by three Slovak and three Hungarian cities from the Danube region with rich experience in territorial planning and international projects;
- The Danubian Museum in Komárno - a public institution managing social and scientific collections linked to the region, also active in scientific and educational activities, has a rich knowledge of both tangible and intangible cultural heritage in the region;
- Kayak & Canoe Club Komarno - a section of water sports developing a rich tradition in the region with excellent international success;
- The House of Matica Slovenská in Komárno - organizes cultural events in slovak and hungarian language. Collects and develops local intangible cultural heritage, traditions, rituals;
- Bella Pension and Restaurant - restaurant in the historic center preparing and serving local specialties including Jókai's soup;
- Litovel pub - restaurant on the Danube embankment bordering the industrial zone. A place of high popularity for the local kayak community. The operator is a local hero and a well-known personality - former coach of the Olympic quartet Tibor Sóos
- Decart - a local developer with realizations in the city and riverside areas with rich experience and good overview of the local real estate market;
- J. Selye University - a young and ambitious public education institution offering a university degree in Hungarian language at three faculties;
- Regional Monuments Board Nitra - office in Komárno - research, protection of monuments with rich knowledge of local cultural heritage in the town of Komárno and its surroundings;
- Regional Tourism Organization Danube - Dunamente - promotion of the region, development of tourism cooperation with the Tourist Information Office Komárno.
- Komárno Navigation Company - organizes courses for boat captains and sightseeing cruises around Komárno;
- Creative art studio - private art school and gallery, teaching, presentation and production of works of art

5. Results and conclusions

Using the criteria from the "hard" data table, their characteristics can be categorized and quantified as follows: local development and tourism institutions (5/12), followed by educational, cultural and civic / non-governmental institutions (all 2/12) one remaining fell into another category. From the point of view of the area of competence / scale they were placed ex aequo locally and regional (both 5/12) two had international competence and one national. The last criterion is the type of the activity. Here, the largest representation was tourism (4/12), followed by protection (3/12) and education (2/12), one by one, local development, sport, socio - cultural activities and business. It follows that a sample of stakeholders that we have been able to address is a richly represented activity in the territory with a
focus on tourism and local development, which provides a good precondition for work on the set goal - the creation of the Danube cultural promenade by connecting actors from smaller cities on the Danube. It is also possible to more accurately identify undiscovered or potential inheritance worthy of valorisation from data obtained in datasheets. In particular, the material heritage is the fortress and fortification system of Komárno, the munitions factory and the industrial heritage. A big problem is the inaccessible Danube waterfront. The intangible heritage is religious and ethnic diversity (orthodox, reformed, Catholic, Jewish religious community) and cohabitation, gastronomy (Jókai’s soup ...), places and stories associated with Mór Jókai and military history (balls, festivities, Soviet troops ...) and, last but not least, a strong tradition of water sports. An important finding is also the agility of the connection of Komárno to the metropolitan regions of Vienna, Budapest and Bratislava, which was proved by negotiating meeting dates and frequent occurrence of excuse for travel duties to these cities.

Overall, it can be summarized from our experience that Komárno is characterized by a high level of involvement of its inhabitants, a lively social and cultural life, an interest in the development of the city's life and its promotion, as well as the promotion and development of its surroundings. This is the ideal basis for engaging residents, civic associations and entrepreneurs in strategies and projects to transform the city and its region and to cooperate with similar actors in other cities along the Danube.

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