CREATING EQUITABLE DESTINATIONS

How to manage and distribute tourism's
value to better serve communities

NBTC
Netherlands Board
of Tourism &
Conventions

theTravel
Foundation

THINK
DESTINATION

CELTH
Centre of Expertise
leisure, tourism & hospitality

Breda
University
OF APPLIED SCIENCES

European
Tourism
Futures
Institute

HZ UNIVERSITY
OF APPLIED SCIENCES

CREATING EQUITABLE DESTINATIONS

How to manage and distribute tourism's value to better serve communities

It is no secret that the world is facing multiple crises. At the moment, the global tourism industry is part of the problem. The ways we live and move around are destroying the nature that we all depend upon, and people everywhere are being left behind. The travel industry at large is not doing enough to alter its part of the problem, but there are multiple, individual exceptions.

We supported this Travel Foundation publication, because it shines a much needed light on the many solutions ready to be adopted but hidden in different corners of the world. To truly protect our planet, we must act boldly together and achieve policy changes to shift whole systems. Any widespread movement for change begins with one voice, but we have many.

The framework laid out in the following pages is intended to enable communities everywhere to learn from each other. It is our obligation to unleash the power of travel to spread the best ideas and see communities as beacons for what is possible. Not every destination is ready to lead, but the ones in these pages and even more that we work with are.
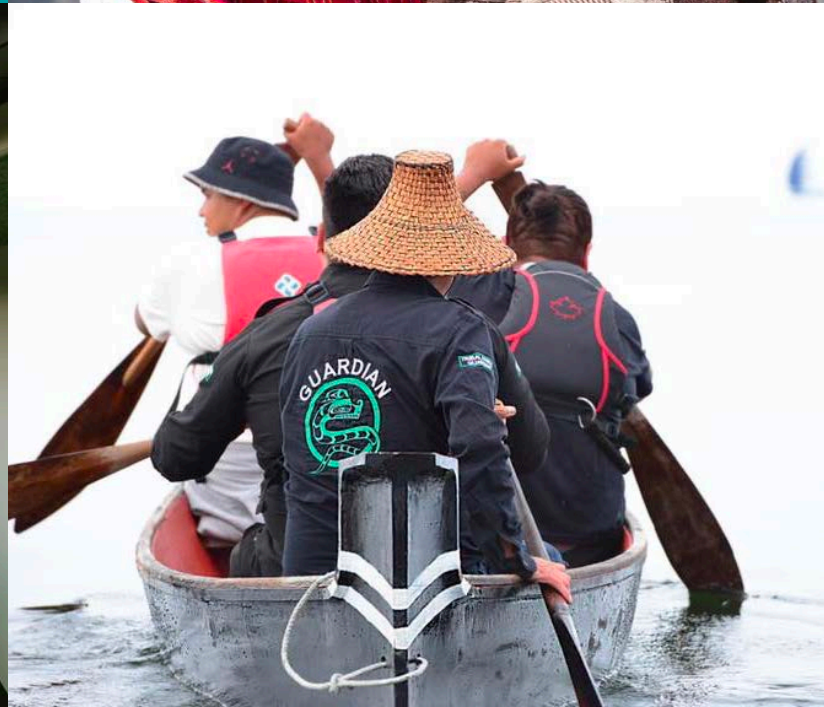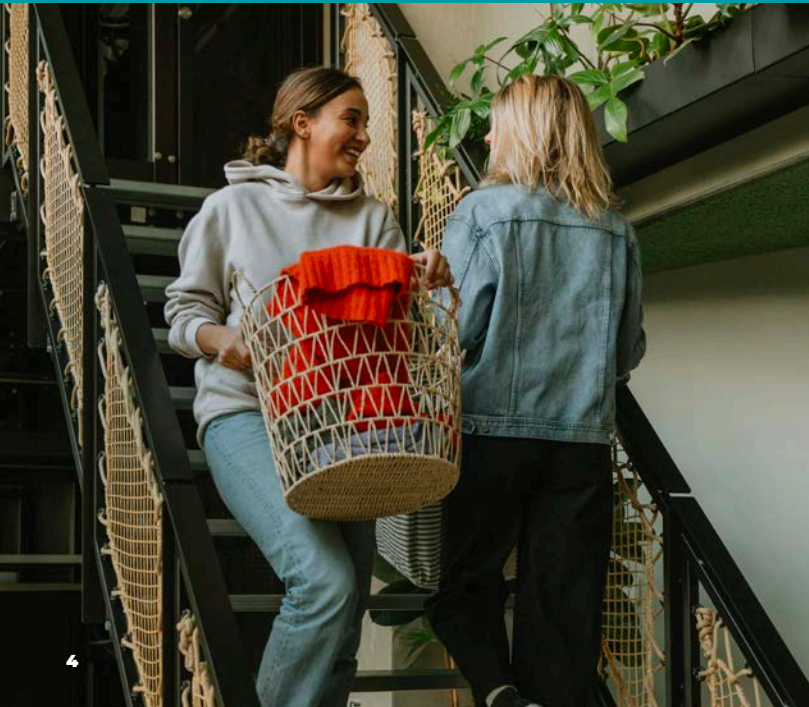
Momentum is Building

RODNEY PAYNE
CEO, Destination Think

What does an equitable tourism model look like? This report explores that question to help DMOs create a more balanced and equitable tourism model.

EXECUTIVE SUMMARY

Many Destination Management Organisations (DMOs) and National Tourism Organisations (NTOs) aim to better serve their communities by growing and spreading the benefits of tourism.

However, while those directly involved in tourism will gain the most, the burden of hosting visitors is widely felt by local communities. This imbalance has, unsurprisingly, sparked civil mobilisations and protests in destinations around the world. It's clear that placemaking and benefit-sharing must be part of the future of destination management to maintain public support. But what does an equitable tourism model look like? This report explores that question to help DMOs create a more balanced and equitable tourism model.

Through our research we uncover some of tourism's unintended consequences that exacerbate inequities. Revenue from tourism can leak from the destination and benefit few people locally. It can be challenging for small local businesses to access opportunities, which are instead taken by large international companies with greater resources. Jobs can be poorly paid without social and legal benefits, particularly for certain groups, while tourism pushes up the cost of living. Access to public spaces such as beaches can become restricted, while amenities and services developed for tourists often fail to meet the daily needs of locals, or are priced beyond their reach.

However, we also see how tourism can provide significant opportunities to boost entrepreneurship and community wellbeing. Our report includes 25 information-rich case studies from around the world. We identify 25 possible equitable outcomes from tourism which can be linked to broader societal goals (the UN's Sustainable Development Goals - SDGs). These outcomes fall into five categories: economic, environmental, spatial, cultural and tourism experience equity. We also identify around 40 mechanisms that can grow or better distribute the value from tourism, so that more people in destination communities benefit. These mechanisms are real-world practices already in use. DMOs and NTOs can consider introducing the mechanisms that best fit their destination context, pulling levers such as: taxes and revenue sharing, business incubation and training, licencing and zoning, community enterprises and volunteering, and product development.

PERSPECTIVES

Netherlands Board of Tourism and Conventions

We need answers to questions that get asked more frequently; how does travel add value to our communities' toughest challenges? What tourism policies can we put in place that incorporate and address these issues, while also providing a meaningful experience for valued visitors? In short, how can we create a more equitable travel industry?

With this research project, we've gotten another critical piece of this puzzle; one that allows us to more precisely identify effective policy instruments that can be utilised on a national, regional and local level. The examples put forward provide inspirational yet practical pathways for implementation in other places.

See appendix for full text

Thijs de Groot, Programme manager Destination Development, Netherlands Board of Tourism and Conventions

This report also outlines a pathway to an Equity-Driven Management (EDM) approach, which is grounded in participatory decision-making principles and aims to create a more equitable tourism system by strengthening the hand of destination governance and retaining control of local resources.

Key Learnings & Recommendations

1.

Tourism relies heavily on public resources, so it is only fair that it should contribute to the public good.

2.

DMOs and NTOs need to invest in a better understanding of the way value is created and distributed within destination communities, and think critically about who enjoys the benefits and who bears the burdens. Simply spreading tourism further, bringing in more jobs, or attracting high-spending visitors, won't automatically or necessarily make it fairer – and may even make things worse. It is important not only to understand how tourism's impacts are distributed among community groups, but also to determine how well this aligns with each group's distinct needs.

3.

To build a productive dialogue about equity we need to develop a common language, with particular reference to tourism's benefits and burdens, their distribution, and access to opportunities and local resources.

4.

Creating greater equity within communities is a complex issue that depends on specific contexts and the way society is structured and organised. Although the system may never be perfect, trying to shift to a more equitable tourism model is important, and requires deliberate (and often bold) action.

5.

There are many examples (in this report, and elsewhere) where tourism has contributed to the needs of local communities - where decisions, policies and actions are geared towards this, not just to the interests of tourism stakeholders. In shifting to an Equity-Driven Management (EDM) approach, destination authorities should, through community participation, be clear about why their residents want tourism, the benefits they hope to receive, and at what cost.

6.

Many of the mechanisms highlighted in this report will be 'owned' by other local agencies. To access these new tools, stronger links with these organisations are therefore vital. Most interventions that promote equity require cooperation between public, private and community groups, and commitment to long-term goals. DMOs and NTOs can lead, provide support and/or coordinate this effort.

7.

Equitable outcomes are put at risk from unbalanced growth models. Consideration should be given to exploring more equitable tourism models, particularly in the areas of foreign direct investment (FDI), land use and ownership, and ceding control of/access to local resources (e.g. housing stock). In particular, the tourism industry has a well-accepted but poorly understood problem with economic leakage. This needs significantly more attention, with collaborative activities to demonstrate how to reduce this in destinations to acceptable levels.

8.

DMOs and NTOs need to build the case for tourism's multiple positive impacts on communities and its role in inclusive development. This report provides the beginnings of an inventory of practices and attempts linked to equitable outcomes at the destination level which should be continually developed. While some initiatives in this report have led to more equitable outcomes supported by evidence, all of them provide valuable lessons and illustrate use of the various mechanisms we identify, as a means of striving for greater equity in their destinations.

9.

Tourism impact monitoring frameworks need to better account for the distribution of burdens and benefits, the quality of benefits (such as jobs) and access to opportunities and local resources. New KPIs will help DMOs and NTOs to identify issues early and demonstrate tourism's contribution to local placemaking and wellbeing.

10.

To build trust and avoid suspicions of ulterior motives, honesty, transparency and accountability are essential.

CONTENTS

Image credit: CC-JOBS INGO Rwanda

1

WHY EQUITABLE TOURISM?

Many destinations are increasingly adopting sustainable and regenerative approaches to tourism development as part of a destination stewardship approach.

This includes an imperative to better serve residents' needs and ensure that tourism benefits the whole community. Placemaking and benefit-sharing have become part of the tourism agenda, recognising the importance of a social licence for tourism to operate, and that good places to live are good places to visit.[1]

Whilst tourism is often cited as a catalyst for positive transformation, contributing to the UN's sustainable development goals (SDGs) and delivering net-positive value in destination communities[2], how this value is created and distributed to support wider community goals is often overlooked. Shifting Destination Management Organisation (DMO) agendas, moving from a focus on marketing and product development that serves the tourism industry, to destination management and stewardship that serves communities[3], signals a growing awareness that an understanding of tourism impacts alone is not enough. Tourism often benefits only a handful of players in the destination while relying on public or shared resources, placing burdens on the wider community. It can sometimes lead to residents' needs being placed in direct competition with those of visitors. As a sector, we need to take the next step, to a better understanding of the way value is created and distributed within destination communities, paying particular attention to value distribution for underserved and marginalised groups.

Image credit: Group Impact

Tourism's Potential to Contribute to Long-Term Societal Goals Related to Equity and Inclusivity

(with reference to the UN SDGs[4])

Economic
(SDG 8,10,11)

- Inclusive and sustainable economic growth and poverty reduction
- Decent work conditions
- Reducing social and economic inequality (race, gender, disability, ethnicity, economic status etc.)
- Inclusive and sustainable urbanisation

Cultural
(SDG 10, 11)

- Social and economic inclusion of all, ensuring equal opportunities
- Safeguarding cultural heritage

Environmental
(SDG 6,12, 13,14,15)

- Sustainable water management
- Sustainable management and use of natural resources
- Reducing food waste
- Reducing the contamination of air, soil and water
- Increasing awareness of the importance of sustainable living
- Combatting climate change
- Maintenance and conservation of marine and terrestrial ecosystems

Tourism Experience
(SDG 3,10,11)

- Good mental and physical health and overall well-being of community members
- Inclusive social development
- Reduced inequalities

Spatial
(SDG 6,9,11,12)

- Safe access to clean water and sanitation
- Sustainable and resilient infrastructure
- Sustainable and inclusive transport systems
- Safe and inclusive public spaces
- Affordable and equitable access for all
- Reducing waste generation

Concerns around inequity in the tourism sector include:

- the use and distribution of tourism-related revenue, which is concentrated in specific areas, benefits only a handful of players, and/or leaves the destination through import or export leakage;

- inaccessibility of business opportunities for local entrepreneurs and small businesses, and "unfair" competition from international companies with greater resources;

- poor (and often unjust) pay, career progression and working conditions, often disproportionately linked to gender, race and other groups;

- the (mis)use of environmental resources;

- underrepresentation of certain segments of society (such as ethnic or minority groups) in tourism policy and the tourism offer;

- lack of fair access to attractions/amenities/public space etc; and

- tourism development leading to gentrification and the displacement of locals.

Inequity hampers long-term growth and development, political stability, safety and investment opportunities.[5]

Tourism in some instances and in some places can be considered more equitable: fairly distributing the benefits to more people in the community either directly or indirectly, while keeping the associated burdens and potential harms of tourism to an acceptable minimum. What are the characteristics of this more equitable tourism, and what practical measures can destination managers take to bring it about? These are the key questions we address in this report.

Efforts to date have focused mainly on addressing issues concerning gender equity in the tourism labour market and the fair distribution of economic and business opportunities (see examples of recent global guidelines and declarations linked to inclusivity, justice and equity in tourism in the appendix).

While guidelines and declarations are important, "a commitment to equity is about making specific changes in practices and decisions at multiple levels along with growing a wider ethical framework".[6] With the guidance and case studies provided in this report, we aim to inspire strategic conversations about the equitable future of our sector and its contribution to broader societal goals, and provide practical solutions. While this report is primarily aimed at DMOs and similar organisations, the private sector as well as public administration play a crucial role in many of the interventions presented in this report, pointing to the importance of joint efforts. We acknowledge that both the benefits and burdens of tourism will be unevenly distributed, and both need to be addressed for equitable outcomes. However, the focus of this report is primarily on the distribution of benefits (for more on the burdens, see the Travel Foundation's report *Destinations at Risk: the Invisible Burden of Tourism*[7]).

The case studies featured in this report highlight efforts by destination stakeholders to create a more just tourism sector. While some initiatives have led to more equitable outcomes supported by evidence, all of them provide valuable lessons.

In the following chapters we take a critical look at:

- **concepts underpinning equity in tourism (chapter 2);**

- **tourism's potential to contribute to more equitable outcomes (chapter 3) including the evidence for mechanisms to consider in order to foster those outcomes, and links to 25 case studies (in the appendix); and**

- **managing destinations for more equitable tourism (chapter 4) and**

- **the outline of an Equity-Driven Management (EDM) approach (chapter 5).**

2

CONCEPTS AND CHALLENGES RELATING TO EQUITY IN TOURISM

Below we present an overview of the key concepts and main issues and challenges related to the fair access and distribution of tourism benefits. Some of these are addressed in more detail later in the report.

EQUITY AND EQUALITY

Equality means treating everyone the same, while equity focuses on fairness and justice, ensuring everyone gets what they need based on their specific situation.[8]

> Within tourism, equity is "a key principle of sustainable tourism that addresses fairness in access, use, and distribution of goods and benefits (and costs) from tourism development to meet the needs of both current and future generations".[9]

Equity can be viewed from various perspectives, such as generational equity, equity between the global North and South, and across gender, ethnicity, or religion.

JUSTICE AND FAIRNESS

Fairness is often seen as a universal truth, but is subjective,[10] while justice is more systemic, akin to 'long term equity'.[11] A just destination would have systems that ensure fairness based on local expectations, considering the interests, property, and safety of all residents and visitors.[12]

Decision-making in this context can be challenging. Who decides which interests to prioritise? Redesigning destinations might mean prioritising local community rights over tourists' rights or tourism businesses' profits, or focusing on long-term benefits over short-term returns.

BENEFITS AND BURDENS

Equity involves fair distribution of both benefits and burdens. For example, tourism development may cause burdens from environmental degradation, increased living costs or the displacement of locals.[13] These often-hidden costs are not accounted for when assessing economic value.[14] Tourism often benefits only a few while burdening the wider community and collective resources. The costs and benefits of making tourism more equitable may be unevenly distributed, for instance with costs borne by businesses, and benefits experienced by public sector agencies or local communities. This disincentivises action from those who must pay the costs without directly feeling the benefits of the investment.

It is also possible to differentiate between individual and collective benefits, direct and in-direct benefits, and tangible and intangible benefits. Intangible benefits include things like skills development and an increased sense of community.[15] Quantifying indirect and intangible benefits and burdens is difficult. How should we measure and value increased liveability because of tourism, or the loss of biodiversity, or undermined community values?

Equality means treating everyone the same, while equity focuses on fairness and justice, ensuring everyone gets what they need based on their specific situation.

THE COMPLEXITY OF MANAGING AND MEASURING EQUITY

An equitable tourism system involves more than the fair distribution of economic benefits – it includes interconnected social, cultural, spatial and environmental dimensions. Achieving equity in one area often requires addressing inequities in others by taking a holistic approach.[16]

There have been efforts to quantify equity, such as with the concept of "shared prosperity". This measures the difference in household consumption or income growth among the poorest relative to the population overall.[17] While shared prosperity is focused on economic equity, this of course has an impact on broader (health, social, cultural etc) outcomes within a community. Costa Rica is the first country that has validated the social importance of tourism, through its Social Progress Index.[18] The index shows that tourism destinations have a higher SPI score than surrounding areas. Besides basic human needs and environmental factors, this index includes socio-cultural elements such as inclusiveness and personal safety. Elsewhere, New Zealand has developed the Livings Standard Framework.[19] This framework showed that domestic tourism strengthened social and cultural connections for New Zealanders, whereas international tourism was out of balance. Public investment in growing international visitor numbers, which resulted in economic benefits for the private sector and increased public burdens, was not socially acceptable. Communities began to question to what extent these investments were equitable due to the direct negative impacts they suffered.[20]

LOCAL AND GLOBAL INEQUITIES

Many impacts of tourism manifest locally but also have global implications, such as greenhouse gas emissions that contribute to climate change and air pollution.[21] In turn, these global impacts may again lead to impacts locally (flooding, food shortages, etc). But global systems also impact tourism practices in destinations. Globally, there are deeply embedded inequities stemming from chronic macro issues such as colonialism, climate injustice, capitalism and gender inequality[22,23], and therefore a systemic approach to build greater equity in communities is needed. Since such global systems are incredibly hard to change, it is more practical to identify action you can take at a local level.

COMMUNITY VS. COMMUNITIES

In this report we sometimes use the term 'community' to refer to all residents of a destination. However, communities are far from homogeneous.[24] They consist of subgroups with varying interests and power levels. Some groups may benefit from tourism while others bear its burdens. Inequalities exist among social classes, genders, ethnicities, and between residents and visitors. Recognising the diversity and differing needs within local communities is crucial when considering tourism's benefits and burdens.[25,26]

LACK OF RESOURCES AND CAPACITY

Resources and capacity are limited, and the evidence base for actions that support equitable outcomes is very patchy, undermining the case for investment. DMOs and NTAs must demonstrate that, by measuring the impact of tourism and specific interventions, an evidence base can be created to attract additional funding and strengthen influence locally, creating a virtuous circle, leading to ever-more integrated and well-resourced destination management.

"

Too often, a burden is placed on individuals or communities with the least ability to affect change. While individual action is important, it is equally important not to let it become a distraction. To protect our future and the future of our planet we must take bold action together to achieve policy changes that shift whole systems.

Rodney Payne, CEO - Destination Think

Catalan Tourism Board

Our vision for Catalonia's tourism industry, enshrined in the National Commitment for Responsible Tourism, transcends short-term gains, embodying a profound commitment to the common good. We recognise that true sustainability cannot exist without social equity, and thus, we endeavour to create a tourism industry that is as diverse as the communities it serves. By fostering partnerships with local organisations and asking the residents about their views on tourism, we strive to ensure that tourism benefits all segments of society, irrespective of background or circumstance. Central to our approach is the recognition that responsible tourism is not an end in itself but rather a means to an end – a tool for realising the broader development goals of Catalonia. By embedding sustainability principles into every facet of our tourism strategy, we seek to chart a course towards a future where prosperity is synonymous with environmental stewardship and social justice.

See appendix for full text

Patrick Torrent, Executive Director of the Catalan Tourist Board, Government of Catalonia

Preserving cultural heritage and traditional skills through certification (Estonia)

3

TOURISM'S POTENTIAL TO CONTRIBUTE TO MORE EQUITABLE OUTCOMES

Image credit: CC-JOBS INGO Rwanda

To support the development of a better understanding of equitable tourism, we identify five different (yet interconnected) types of equity:

1. **Economic equity**
2. **Environmental equity**
3. **Spatial equity**
4. **Cultural equity**
5. **Tourism experience equity**

Mechanisms that deliver outcomes relating to one category of equity are likely to also deliver equitable outcomes in other areas. For instance, environmental conservation initiatives could have additional benefits relating to employment opportunities and civic pride.

We also recognise the importance of equity when considering how tourism is governed – see chapter 4.

PERSPECTIVES

First Rate Exchange Services

Along with work to reduce our own carbon emissions and support local communities, we want to help tourism to be a force for good. We hope that our support of the Travel Foundation (and other partners) in working with destinations will not only reduce the burden of tourism on their environment and local communities, but will also distribute the opportunities tourism can bring more fairly. We are keen to help find solutions, so that countries and destinations can continue to rely on tourism economically and allow travellers to experience the rich diversities of other countries and cultures.

See appendix for full text

Karen Osterfield, Head of Employee Experience & Sustainability, First Rate Exchange Services

Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

3.1

ECONOMIC EQUITY

Economic equity refers to ensuring access to economic opportunities, promoting a broader and fairer representation of the local workforce and locally owned businesses within the tourism supply chain.

The global travel and tourism industry generated US$ 10.3 trillion in 2019, accounting for 10.4% of the global GDP. Worldwide, one in 10 people worked in the tourism industry in 2019.[27] Not surprisingly, economic impact is an important driver for destinations to develop tourism. It extends beyond benefiting specific individuals or privileged groups, focusing on redistributing economic value to benefit the wider society, especially underrepresented communities.

For DMOs, the goal is often to drive entrepreneurialism and increase the number of local businesses benefiting from the visitor economy, strengthening linkages to other sectors such as agriculture and manufacturing, or to increase representation of a particular section of the community among the workforce.

WHAT CAUSES ECONOMIC INEQUITY?

UN Tourism[28] stated a few important questions to be considered when considering economic value in destinations. Twenty years later, the questions are still relevant:

- Are just a few people profiting, or are the benefits widely spread?

- To what extent do non-residents control tourism businesses and profits?

- What are the economic multipliers? For example, which activities create the most jobs or stimulate the most value creation locally?

- What is the economic leakage – how much tourism revenue is leaving the community?

ECONOMIC LEAKAGE

Economic leakage is the proportion of total tourist expenditure that does not remain in, or even reach, the destination's economy.[29,30] Both import and export leakage are common at tourist destinations. This can be due to international payments to import goods or services, profits flowing to foreign owners or wages paid to internationally hired staff.[31] At destinations with a high level of international investments and low participation of local businesses in tourism related activities, export leakage will be high.

As reported by the UN Atlas of the Oceans project[32]: "On average, of each US$ 100 spent on a vacation tour by a tourist from a developed country, only around US$ 5 stays in a developing country destination's economy". On average, tourism leakage is between 50% and 80% of total tourist spend, especially in the least developed countries (LDCs)[33]. Some examples of economic leakage are:[34,35]

- high-end tourism on Bali, with over 55% leakage associated with 4- and 5-star hotels;

- Bwindi Impenetrable National Park in Uganda, where leakage was over 75%; and

- an estimated 80% tourism leakage in the Caribbean region.

Local ownership and involvement is crucial to limit leakage and increase economic benefits for the community. It is therefore important to focus on ways to create business opportunities and finance mechanisms for local entrepreneurs and involve local businesses more in the value chain.[36]

"

In order for communities to thrive, tourism planning must become more mature. Gone are the days of measuring success by looking only at heads-in-beds. What matters most isn't the total number of unique visitors, but the total value that remains in a host-community.

Rodney Payne, CEO - Destination Think

TravelLocal

Our vision is of a tourism industry that is centred around the people that live and work in each of our destinations. It's why we welcome this research report and see it as a spur to action on what we feel is the key emerging issue in sustainable tourism right now: **economic leakage** - the money that does not reach the economy of the destination and is captured elsewhere in the value chain.

Some economic leakage is necessary for the industry to function - travel companies have to find their customers through marketing, customers sometimes want and need assistance from customer service teams, and delivering all of this through seamless, cutting edge technology is a prerequisite of trading now, and expensive to create and maintain. However as any industry insider knows there are still too many travel companies based outside the destination that take more than they have earned - and therefore deprive the destination economy of its due. There are also many

travel companies both internationally and based in destinations that do not use some of the local providers on their doorstep. This has to change.

There are many possible areas of focus, all the way from the creation of community-based tourism products through to consumer marketing. The pipeline of new community-based tourism projects seems healthy, but needs input from international travel brands on fair pricing, product design and execution. The marketing of community-based tourism needs to become more sophisticated - and in turn will shape the product pipeline.

At TravelLocal we feel that travel is fundamentally a human endeavour that connects us all, as equals, and that ensuring sustainable financial benefits to the destination is the pillar under that connection.

See appendix for full text

Huw Owen, CoFounder, TravelLocal

LABOUR MARKET CONDITIONS

In many destinations, tourism is a low wage and seasonal industry that attracts a high percentage of unskilled or semi-skilled workers. Young people, women and migrant workers often view the tourism sector as starting point of their careers. Women make up 54% of the global tourism workforce, a higher proportion than in the overall economy. Additionally, the majority of the workforce is under the age of 35. In 2019, it was estimated that 25% of the people working in hospitality in OECD (Organisation for Economic Cooperation and Development) countries had a migration background.[37]

While tourism may offer these groups an opportunity to earn a living and has undeniably increased employment rates, it raises concerns about decent work. The International Labor Organization (ILO) defines decent work as: "opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for social integration, freedom for people to express their concerns, organise and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men".[38]

For instance, numerous studies document poor living and working conditions of indigenous workers such as those in Riviera Maya and Puerto Vallarta, who are often poorly paid, lack social and legal benefits and are employed through informal contracts.[39]

Even when qualified local staff are available, it is common practice for international chains to hire foreign workers in top and mid-level positions.[40] For example, in Barbados, the dynamics around race relations can be a complex factor.[41] Large American businesses often go for white-skinned employees, as that would "relate well to the clients". This racial selectiveness in the tourism industry reinforces pre-colonial narratives based on race and skin colour.[42]

A further issue related to decent work is the high number of informal contracts. In sub-Saharan Africa the informal economy is estimated to be around 38% of GDP; in Europe and Central Asia this figure is 36%.[43] Moreover, the informal economy increases with the level of tourism development.[44] These informal contracts can result in a substantial income gap, with informal workers earning, on average, 37% less than those in formal employment.[45] This gap is driven by various factors, including differences in education, lower health status and language proficiency amongst informal employees. As informal work is often invisible due to its unregistered nature, it is difficult to fully understand its effects. It is clear, however, that informal workers are not protected by the rights that formal contracts offer.

THERE IS EVIDENCE THAT TOURISM CAN PROVIDE THE FOLLOWING EQUITABLE ECONOMIC OUTCOMES:

EQUITABLE ECONOMIC OUTCOMES

More locally-owned businesses receiving income from tourism-related activities and **less economic leakage** in the tourism sector

- Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)
- Increasing income and jobs for communities through tourism concessions in Africa
- Enhancing local access to leisure and travel through collaborative partnerships (UK)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

More opportunities for local entrepreneurs/start-ups to enter the tourism sector

- Youth and community empowerment through tourism (Rwanda)
- Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

Improved competitiveness of local businesses within the tourism sector including **access to innovation and new technologies**

- Balancing Tourism Growth and Benefits: Cap on All-Inclusive Hotels (Aruba)
- Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)

More/greater **diversity of residents employed in the tourism sector** and its supply chain

- Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
- Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

More/greater **diversity in skilled workforce** in the tourism sector (via e.g. training) and residents employed in **better quality jobs** (e.g.: better pay and conditions)

- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)
- Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)
- Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

Increased contribution to the public purse (e.g. via tax) for protection and maintenance of assets and resources

- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)

Less economic leakage in the tourism sector

- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

MECHANISMS TO FOSTER GREATER ECONOMIC EQUITY THROUGH TOURISM

REVENUE SHARING AND FUNDING MODELS

- **Revenue sharing** is a form of benefit sharing that provides direct economic benefits to local communities via e.g.: annual lease fees and royalties, dividends from profit and other meaningful contributions. Revenue-sharing models are especially popular in nature conservation areas and can take various forms: % of revenue allocated to community funds/trusts or % of revenue spent on community projects. Revenue sharing can foster positive attitude amongst community members towards conservation and tourism development. They are often implemented in the form of joint-venture partnerships and public-private partnerships or community enterprises (where profit is directed back into the community). These type of partnerships can also support **resource pooling** to facilitate entry to market. DMOs/NTOs can support revenue sharing initiatives via the coordination, management and allocation of funds. Community-based initiatives focus on collective benefits as opposed to individual benefits. Transparency, traceability and accountability are key for the successful implementation of revenue-sharing models.
    - Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)

- **Tourism concessions** refer to the management of state-owned land by non-state entities. Tourism concession systems are primarily present in nature conservation and protection areas and besides supporting conservation efforts they create employment opportunities and support the livelihood of community members.

- **Community enterprises** have great potential to support regenerative agendas in tourism destinations. Instead of serving the sole purpose of revenue generation for individual businesses, community enterprises aim to serve broader societal goals by e.g. redirecting the profit (or part thereof) back into the community. Community enterprises carry out social impact initiatives that allow tourism to be more than a sole provider of tourist-oriented experiences. DMOs/NTOs can partner up with community enterprises and create joint social tourism initiatives whereby visitors are exposed to issues in destinations that would most probably remain hidden, while also contributing to possible solutions. Transparency, traceability and accountability with regards to what the proceeds are invested in is key and can inspire travellers to contribute even more.
    - Youth and community empowerment through tourism (Rwanda)
    - Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
    - Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
    - Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)
    - Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

- **Micro-financing** is a financial service that gives low-income individuals or small businesses access to loans, credits and other traditional banking services that they would otherwise not have access to. These micro-financing schemes provide growth opportunities and financial stability thereby supporting financial inclusion. DMOs/NTOs and other local travel agents can support business incubation and micro-financing efforts by advising financial institutions on the needs of entrepreneurs in the visitor economy, the majority of whom are micro and small enterprises, by creating awareness amongst local entrepreneurs of the available micro-financing schemes, as well as by marketing and promoting (new) businesses, thereby enhancing their visibility and generating visitor demand for the services and experiences offered to maintain long-term financial sustainability.
    - Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)

CONTRIBUTION TO THE PUBLIC PURSE

- **Earmarking tax** depends on the country's tax regime, however several destinations have introduced tax with designated expenditure purpose, such as Bhutan or the Balearic Islands in Spain, thereby contributing to the wider destination agenda. DMOs/NTOs can manage the collection and allocation of revenue generated from tourism tax. Tax revenue can support a wide range of equitable outcomes.
    - Promoting Regeneration through a Sustainable Tourism Tax (Spain)
    - Supporting Sustainable Development through Visitor Fees (Bhutan)

MARKET CONTROL MECHANISMS

- **Licensing and regulation:** restricting or capping the maximum number of licences issued is a generally accepted method, as long as this serves public interest. To provide a level playing field and the opportunity to enter the market, the duration of licenses should be limited. Examples of such measures are the legislation limiting the growth of all-inclusive hotels in Aruba, or measures aimed at controlling the short-term rental market and/or the opening of new tourist-oriented establishments in e.g Amsterdam or Barcelona.
    - Balancing Tourism Growth and Benefits: Cap on All-Inclusive Hotels (Aruba)

- **Ethical supply chain practices** are interventions aimed at securing fair market prices and compensation for local producers and service providers, and ensuring fair conditions, service provision and production practices, with special attention to locally owned businesses. DMOs/NTOs can support ethical supply chain practices by e.g. developing a code of conduct specific to the tourism supply chain, can advocate for fair market conditions and carry out monitoring exercises.

- **Locally focused tourism product development and procurement of products and services:** while tourism development is often reliant on foreign direct investment, overdependence on foreign investors or service providers can create an imbalance in the local economy, it leads to economic leakage (both import and export) and can create unfair market conditions for domestic investors and enterprises. DMOs/NTOs can play a crucial role in tourism supply chain management by raising awareness and by lobbying. They can follow the same principles themselves with tourism product development, marketing and promotion, thereby setting an example for the sector.
    - Youth and community empowerment through tourism (Rwanda)

SUPPORT FOR SKILLS DEVELOPMENT AND BUSINESS CAPACITY BUILDING

- Interventions aimed at **skills development (up-skilling, re-skilling, cross-skilling), business incubation, capacity building and up-scaling** can support entrepreneurs as well as emerging enterprises by offering skills development and training programmes, mentorship, financial capital or access to facilities. Government agencies, investors, NGOs, educational and knowledge institutions as well as the private sector may play a role in providing essential support. DMOs/NTOs can play a major role in providing insights on the destination's potential for tourism product development. They can assess the skills deficit, as well as other needs needed for such developments, and can coordinate and/or deliver necessary skills development and capacity building programmes. Leveraging on their unique position and extensive network, they can connect local communities with relevant stakeholders in the tourism ecosystem (and beyond).
    - Youth and community empowerment through tourism (Rwanda)
    - Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
    - Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
    - Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

- **Tax incentives**: tourism MSMEs have a significant role in driving the sector as well as the local economy further, however they often operate informally and struggle to formalise or scale-up. To support these businesses many governments have introduced tax incentives.

CASE STUDY

AN EXAMPLE FROM OUR CASE STUDIES

Makers Landing, located at Cape Town's V&A Waterfront, is a vibrant food hub and business "incubator" designed to empower local food entrepreneurs and support community development. Housed in a renovated coal warehouse near the cruise terminal, this space offers culinary events, cooking demonstrations, and live music, while fostering skills development and business growth for disadvantaged communities.

Central to its mission is the Kitchen Incubator Programme, a phased business development initiative that guides early-stage food entrepreneurs through training, mentorship, and market access. The programme provides a low-risk environment for testing ideas and refining business strategies, significantly reducing barriers to entry in the competitive food industry.

Since its launch in December 2020, Makers Landing has created numerous jobs and supported over 20 small businesses, many owned by women and previously disadvantaged individuals. The project, backed by the V&A Waterfront and National Treasury's Jobs Fund, has become an integral part of Cape Town's tourism strategy, offering visitors authentic South African culinary experiences while promoting cultural equity.

Makers Landing's model of public-private collaboration, phased business incubation, and celebration of cultural diversity holds significant potential for replication in other destinations. This initiative demonstrates how tourism can be leveraged to create more equitable economic opportunities, particularly for underrepresented communities.

For more detail on this case study, see Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)

The programme provides a low-risk environment for testing ideas and refining business strategies, significantly reducing barriers to entry in the competitive food industry.

SPECIFIC CONSIDERATIONS WHEN SELECTING AND IMPLEMENTING MECHANISMS TO FOSTER ECONOMIC EQUITY

Support can take various forms, such as skills training, up-scaling, business incubation, or financial aid schemes, and it is necessary to determine the most appropriate methods depending on the needs of the various communities.

It is particularly important to establish trust within the community for mechanisms designed to boost economic equity, by ensuring transparency, traceability, accountability, and integrity in all aspects, including funding, donations, and the redistribution of revenue.

Finding ways to engage local businesses and encouraging their contribution, such as through revenue sharing, can be an important success factor.

KPIs TO CONSIDER THAT MEASURE IMPROVEMENTS TO ECONOMIC EQUITY[46]

As well as traditional economic measures such as number of jobs, total revenue or visitor numbers, and alongside tracking outputs such as numbers of programmes or amounts of grants awarded (and individuals and businesses participating in them), consider KPIs which dive deeper into whether these opportunities are shared and experienced as equitably as possible. To develop these KPIs, we suggest starting at a small scale by measuring outcomes at the programme level, then assessing the results to inform broader, destination-level metrics, such as the ones below:

- Percentage of tourism jobs that are permanent and/or year-round (broken down by sector (e.g. hospitality, tours, attractions), by demographics e.g. ethnic group, age, gender, education level and (once data is available) compared to other industry sectors in the destination)

- Percentage of tourism jobs that are full-time (also broken down by sector and demographics, and (once data is available) compared to other industry sectors in the destination)

- Benchmarked wages from tourism-related employment (also broken down by sector and demographics, and (once data is available) compared to other industry sectors in the destination)

- Percentage of tourism jobs held by local residents / women / young people / disadvantaged groups

- Percentage of tourist spend that stays in the destination economy (broken down by sector e.g. accommodation, food services, transportation, attractions etc)

- Percentage of tourism businesses owned by local residents / women / young people / disadvantaged groups

- Percentage of tourism businesses that are medium, small or micro-enterprises

- Number of business support opportunities available to medium, small or micro tourism businesses

- Number of local businesses reporting increased revenue from tourism-related activities

- Number of businesses reporting access to / adopting innovation and new technologies

- Number of local tourism enterprises operating successfully for over 5 years

- Percentage of local businesses engaged in tourism activity located outside tourism hotspots

- Percentage of tourism revenue directed to projects focused on improving quality of life for local residents / public assets and infrastructure / conservation / regeneration and where these projects are located in the destination

> " *Our obligation is to use the power of travel very intentionally and very quickly to transform how we live. It's going to take a long time before travel can happen without fossil fuels. We need to ratchet up innovation on clean transportation. While this is happening every single trip must lead to massive positive change.*

Rodney Payne, CEO - Destination Think

3.2

ENVIRONMENTAL EQUITY

Environmental equity refers to fairness in the distribution and maintenance of environmental resources and amenities to ensure sustainable development.

It also ensures that no single group or community is disadvantaged in dealing with environmental burdens, risks, or natural disasters due to tourism development.[47] Currently major environmental issues revolve around climate justice, ecological/resource health and the distribution of natural resources.

For DMOs, the goal is often to reduce greenhouse gas emissions, encourage a circular economy (by eliminating waste from the system and being resource efficient), or promote access to green spaces.

WHAT CAUSES ENVIRONMENTAL INEQUITY?

UNBALANCED USE OF NATURAL RESOURCES

Tourists require various facilities such as accommodation, attractions, and infrastructure, which necessitate construction and ongoing maintenance. Additionally, services provided for tourists require a workforce, leading to even higher resource consumption. Many of these resources are natural and classified as 'common resources', meaning they have no individual owner and are accessible to everyone (and everything – including the plant life and wildlife that relies on it). Examples include water bodies like lakes and rivers, beaches, mountains, and wildlife.[48] This open access creates business opportunities for local communities but also poses threats.

Common resources are typically at risk of over-use because they are available to all (common). When one party overuses them, it diminishes the benefits available to others, making the management of these resources fundamentally about fairness. It is difficult to prevent the exploitation of these resources.[49] Who gets access, and whose needs are prioritised, is a matter of power dynamics, with marginalised communities typically disadvantaged. The use of water illustrates this. Water scarcity and poor water quality can threaten the viability of tourism in destinations. Even though the tourism sector uses only 3.5 to 5.8% of globally available freshwater resources – much less than other sectors – tourists use far more water than local residents, especially in arid regions.[50] This becomes a problem when there is limited availability of water, and regions which economically depend on tourism prioritise the demands of tourists over the needs of local communities. Tourism destinations like Bali, Jakarta, Mumbai, Dubai, Istanbul, Zhengzhou and Abu Dhabi regularly risk running out of fresh water in their dry seasons, which often coincide with peak season for tourists.[51]

Besides the problem of overuse, there is a so-called 'free riders' problem.[52] Investment to safeguard common resources is unappealing because there is no guarantee that the returns on investment will benefit the investor. For destinations, this investment incentive problem is even more pronounced. For example, woodlands that are frequently visited by nature tourists require investments in facilities such as trails and bridges, as well as nature conservation.[53] These investments are often funded by local governments, but the benefits will be primarily enjoyed by the private sector and visitors rather than residents. At the same time private organisations lack the incentive to invest, since they might only partially benefit or not benefit directly at all. In addition, cooperation is difficult due to competition within the sector but also with other sectors like timber production. This lack of clarity of ownership and responsibility for natural resources makes a destination difficult to manage in an equitable way.[54]

These challenges are relevant not just to the environment but all shared resources, including public space, transportation and other physical infrastructure, streets and roads (See spatial equity).

THERE IS EVIDENCE THAT TOURISM CAN PROVIDE THE FOLLOWING EQUITABLE ENVIRONMENTAL OUTCOMES:

EQUITABLE ENVIRONMENTAL OUTCOMES

Fairer contribution to the conservation and maintenance of (common) natural resources

- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)
- Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)
- Increasing income and jobs for communities through tourism concessions in Africa
- Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)

Increased support for **climate adaptation initiatives** that aim for a just transition for all community groups

- Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
- Promoting Regeneration through a Sustainable Tourism Tax (Spain)

Increased **support for a healthier living environment** for all community groups

- Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)
- Advocacy for Environmental Justice through Community-Led Tours (USA)

Increased support for **neighbourhood improvement projects**

- Advocacy for Environmental Justice through Community-Led Tours (USA)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)
- Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)

Tourism as a means of **advocacy for nature conservation** leading to increased awareness/behaviour change

- Advocacy for Environmental Justice through Community-Led Tours (USA)
- Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
- Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)
- Increasing income and jobs for communities through tourism concessions in Africa
- Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)

MECHANISMS TO FOSTER GREATER ENVIRONMENTAL EQUITY THROUGH TOURISM

REGULATORY INSTRUMENTS

- **Area designation and zoning** are policy instruments used by local planning authorities in areas with exceptional value due to their rich biodiversity or other unique characteristics that needs protection or maintenance. Nature conservation areas are popular tourism destinations, therefore it is crucial that the sector works closely together with public administration and other actors involved with nature conservation to ensure its fair contribution to the distribution and maintenance of environmental resources.

- **Environmental standards** are nationally or internationally accepted rules, regulations or practices in the field of environmental protection. While there are multi-lateral environmental agreements, environmental standards are numerous and can differ from country to country. Most of these standards are established by governments, however there are a great number of protocols introduced by non-governmental organisations that are implemented on a voluntary basis. Environmental standards introduce good practices in terms of impact assessment and monitoring, quality standards, prohibition of specific activities or special use licence requirements. DMOs/NTOs can accelerate good practices in the field of environmental protection by creating awareness of environmental standards, can support impact measurement and monitoring and foster environmentally conscious behaviour.

- **Access regulations** aim to steer visitor flows to ensure carrying capacity limits are not exceeded. DMOs have insights on tourism intensity and tourism density and can provide vital information to support and/or influence such policies in the field of environmental protection. They understand visitor flows, seasonality and the type of use of certain areas. DMOs can play a role in creating awareness of and providing information on the new measures to locals, visitors and businesses.

COMMUNITY-BASED RESOURCE MANAGEMENT MODELS

- Community-based resource management models, such as **providing rights over land and natural resources in exchange for resource management** allow local communities to have control as well as responsibility over the management of natural resources in their land. Such models prioritise the needs of local communities and often combine resource management and nature conservation efforts with revenue-generating businesses (tourism and hospitality) to ensure continuous revenue flows.

- **Tourism concession in protected natural areas:** refer to the management of state-owned land by non-state entities. Besides supporting conservation efforts, tourism concession systems create employment opportunities and support the livelihood of community members. DMOs can play a role in tourism concessions as a cooperation partner and can coordinate collaborative networks to align efforts in the field of nature conservation. They can help develop a vision for the destination that builds on the principles of community-development and nature conservation.

  - Increasing income and jobs for communities through tourism concessions in Africa

- **Collaborative networks:** DMOs can help create urgency amongst local entrepreneurs, create collaborative networks to pool resources together and start social initiatives whereby economic benefits are directed back into the communities.

  - Enhancing local access to leisure and travel through collaborative partnerships (UK)

TAXES, SUBSIDIES AND PROFIT-SHARING MODELS

- **Profit sharing models** are based on stakeholder involvement and community participation, and aim to create a win-win situation that supports sustainable destination development. Many of such models are used to support environmental agendas and encourage hybrid environmental governance that is based on the principle of shared responsibilities for managing, maintaining and preserving natural common-pool resources. DMOs/NTOs can play a key role in the collection, management and allocation of funds generated from business profits or subsidies. They can foster transparency and accountability by communicating openly about the processes and outcomes.

CHARITABLE ACTIONS

- **Volunteering initiatives** are a form of charitable actions that refer to voluntary participation in various activities focused on environmental sustainability. DMOs/NTOs can set up and coordinate volunteering initiatives involving visitors, local businesses and residents. They can also connect visitors to a range of local conservation projects. Such initiatives can be integrated into destination management plans and can contribute to the destination's long-term goals.
  - Youth and community empowerment through tourism (Rwanda)
  - Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)

- **Donations** are charitable actions in the form of financial contributions for nature conservation (or other) efforts. DMOs/NTOs can manage the collection and allocation of donations and can for instance set up endowment funds to ensure the long-term support of specific causes.
  - Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)

ADVOCACY

- **Awareness/education:** Advocacy refers to the power of tourism as a platform to support nature conservation by sharing good practices, raising awareness of environmental standards, issues and challenges as well as possibilities for reducing tourism's negative impacts.
  - Advocacy for Environmental Justice through Community-Led Tours (USA)

- **Promotion of good business practices:** DMOs/NTOs can support community-led initiatives, environmental protection agencies or other stakeholders in their mission to raise awareness of environmentally sustainable behaviour, the exploitation of resources and the need for conservation and maintenance of natural resources by providing know-how and expertise in the organisation of tours, activities, campaigns and using their platforms to reach visitors, businesses and residents.

CASE STUDY

AN EXAMPLE FROM OUR CASE STUDIES

The Love Wānaka and Love Queenstown (LW and LQ) Community Funds in New Zealand's Queenstown-Lakes District are pioneering initiatives aimed at fostering environmental sustainability through community collaboration. Targeting both local businesses and visitors, the initiative encourages collective efforts to protect and regenerate the region's natural environment, raising funds and awareness for local environmental projects.

The initiative is a partnership between two RTOs, Lake Wānaka Tourism and Destination Queenstown. Key stakeholders include the Queenstown-Lakes District Council, the Department of Conservation, Kai Tahu (the local Māori people), and charitable partners like the Whakatipu Community Foundation. The initiative is rooted in community values, with a strong emphasis on long-term sustainability and intergenerational responsibility.

"

The Love Queenstown and Love Wanaka funds - collecting income from visitors to fund environmental stewardship from organizations like the Mana Tahuna Foundation - are an example that every destination can learn from.

Rodney Payne, CEO - Destination Think

Environmental outcomes include funding for local environmental action, such as native revegetation, waterway protection, and pest eradication. The programme also promotes spreading the distribution of visitors to reduce environmental pressure on popular areas.

Socio-cultural benefits are equally significant, fostering a stronger sense of community and cultural identity by connecting visitors with local values and environmental efforts. Despite challenges like encouraging visitor engagement and measuring long-term impact, the initiative has raised substantial funds and mobilised local volunteers for environmental projects.

Looking ahead, LW and LQ aim to enhance donation systems, increase business participation, and raise $1 million annually by 2030 to support ongoing environmental efforts.

For more detail on this case study, see Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)

4VI

Like most industries, travel and tourism results in many benefits and burdens that are experienced on local and global scales. Benefits such as economic growth, cultural exchange and learning, and infrastructure development must be balanced alongside burdens such as crowding, climate change and the erosion of local cultures. Although addressing these burdens will require widespread systems and localised changes, balancing these benefits and burdens is much easier when local host communities have a more equitable role in the management of tourism and equitable opportunities to enjoy its benefits.

Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada) a case study in this report, is an inspiring example of how local host communities can receive more benefits from tourism, while also playing a more active role in its

management. Beyond this, visitors are also provided with a clear pathway to pay their fair share of tourism's costs and impacts. Although this example is unique to Vancouver Island and Tofino, it demonstrates how creative and innovative solutions can be created by local communities when they are trusted and empowered to lead. The travel and tourism industry has the potential to be one of the world's biggest distributors of wealth and a powerful force for sustainable development. The first step to realising this potential is to empower local communities to reclaim their rightful role as leaders in the tourism system and for the benefits of the industry to be more equitably distributed.

See appendix for full text

Calum Matthews, Vice President, Sustainability and Strategy, 4VI

Specific considerations when selecting and implementing mechanisms to foster environmental equity

It is essential to identify the legal and regulatory policy instruments available that can support (or undermine) implementation of environmental initiatives, and consider how DMOs and NTOs can best guide and advise on the implementation of these regulatory tools. Additionally, finding effective ways to engage visitors and businesses in supporting nature conservation—whether through donations, volunteering, or revenue-sharing initiatives—can significantly enhance these efforts.

KPIs to consider that measure improvements to environmental equity[55]

Here too, as well as tracking indicators such as numbers of programmes and services provided/accessed, and amounts of revenue/grants distributed, consider also KPIs which help to assess the extent to which environmental equity outcomes are being delivered. To develop these KPIs, we suggest starting at a small scale by measuring outcomes at the programme level, then assessing the results to inform broader, destination-level metrics, such as the ones below:

- Amount and percentage of tourism revenue (and/or tax) directed to conservation or maintenance of natural resources, healthier living environments or neighbourhood improvement projects (including the percentage in disadvantaged or marginalised communities)

- Amount and percentage of initiatives or revenue directed towards climate adaptation (and percentage involving groups vulnerable to climate impacts)

- Number of new regulatory instruments designed to promote conservation in tourism destinations

- Number and location of designated zones for environmental protection and conservation

- Number of local residents from disadvantaged or marginalised communities with access to tourism-supported environmental programmes

- Percentage of tourism concession land managed by local communities

- Number of jobs generated by tourism concession for community members

- Revenue generated by tourism concessions for conservation activities

- Percentage of local communities / residents having land rights for resource management

- Percentage reduction in greenhouse gas emissions, water consumption and waste generated from tourism activities

- Percentage of visitors choosing products and services that benefit conservation and maintenance of common resources

3.3

SPATIAL EQUITY

Spatial equity refers to the way public space and amenities are used, developed, distributed, or restricted by tourism development and the resulting advantages or disadvantages for different groups and destination communities.

It refers to fair infrastructure development, adequate facilities, proximity, and fair access to amenities and public space for all.

Tourism is often viewed as a means to generate investment and support for public facilities such as public transport, healthcare, police services and road networks. According to a global survey by UN Tourism,[56] 72% of residents believe that city tourism has a positive impact on public facilities and infrastructure. Conversely, tourism can result in the concentration of visitors in specific areas, leading to the development of tourist enclaves and the re-purposing of spaces and resources.[57] These dynamics often cause the gradual disappearance of everyday infrastructure, replaced by tourist-oriented shops and services, which can ultimately drive residents out of their neighbourhoods.

For DMOs, the goal is often to support thriving local amenities by for instance providing improved connectivity across neighbourhoods.

WHAT CAUSES SPATIAL INEQUITY?

FACILITIES PRIORITISING VISITORS' NEEDS

Retail facilities developed for tourism can benefit residents by providing a more diverse retail offering. In smaller residential areas, tourism can help to support essential services, such as supermarkets, that might not otherwise exist. However, tourism can also displace retail facilities that cater to local needs, replacing them with shops that exclusively target tourists, selling souvenirs and similar items (the 'Nutella-shops' in Amsterdam are a well-known example). Additionally, tourism development often leads to higher prices for goods and services. Research within EU countries showed that every 1% increase in tourism earnings from hotels and restaurants raised overall prices by 0.75%.[58] Another study in Gran Canaria found that supermarkets in tourist areas have higher prices compared to other supermarkets.[59] These price increases may threaten the affordability of products, especially for lower income communities.

Similarly, transport networks created for tourists can also benefit commuters. Tourists using local services can help reduce ticket prices. However, when public transport is focused on providing access to tourist attractions, it might not address the needs of residents, especially underserved communities whose neighbourhoods are usually not part of tourism itineraries. Ensuring equitable public transport is also complicated by overcrowding during peak seasons.[60] Underprivileged residents might have no alternative for public transport while overcrowding might lead to long wait times and difficulties finding a seat.

Expropriation of public space in "hot spot" tourist areas is another issue. Las Ramblas in Barcelona is a well-known case. The once popular meeting place for locals has now lost its symbolic significance and traditional function.[61] Similarly, the organisation of large-scale events, especially in urban destinations affects citizens' access to public spaces.

Be it transportation, public spaces or other public facilities, promoting equitable benefits involves addressing the competition between residents and tourists for limited essential amenities and spaces.

DISPLACEMENT OF RESIDENTS

Tourism development can cause local communities to leave their homes. For instance, indigenous groups like the Maasai have faced increasing restrictions on where they can live and what activities they can undertake due to the establishment of national parks and wildlife reserves.[62] Moreover, the construction of tourism infrastructure such as large-scale resorts and hotels has resulted in the displacement of communities. A poignant example is the forced displacement of people from their lands in Mexico. In Jalisco[63], the tourism industry has been connected to land grabs, displacing local residents, especially indigenous communities. In the Maya regions, particularly in areas like Cancun, Playa del Carmen, and Tulum, tourism has led to the conversion of sacred and community lands into tourist attractions, hotels, and resorts. Displacement can also involve depriving communities of access to their productive land. For example fisher communities have been evicted from picturesque coastlines to make way for tourism development.[64] Displacement also occurs when residents move away due to increases in cost of living, gentrification or Disneyfication of place, or due to cultural displacement or the narrowing or misappropriation of local identity – see 3.4 cultural equity.

PRIVATIZATION OF LAND

Access to common land can diminish as tourism develops, for example if beaches are privatised. A notable example is Maine (United States), where only one tenth of the coastline is publicly accessible.[65] The remaining ninety percent consists of private beaches owned by hotels, second home owners or summer camps.[66] The public is not necessarily prohibited from these beaches, but their access is severely limited because of a lack of public beach crossings or parking spaces. This is an issue for communities who depend on the beach for their livelihoods, like clammers or wormers[67], as well as residents seeking to enjoy the beach for leisure. Coastal access is a big issue in other states too.[68]

.

THERE IS EVIDENCE THAT TOURISM CAN PROVIDE THE FOLLOWING EQUITABLE SPATIAL OUTCOMES:

EQUITABLE SPATIAL OUTCOMES

Protected/increased **availability and access to public/shared assets such as infrastructure and public spaces**

- Enhancing Coastal Access and Inclusivity through Strategic Partnerships and Infrastructure Development (USA)
- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)
- Enhancing Social Inclusion and Mobility Through Subsidised Free Transportation Programs (Netherlands)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)

Protected/increased **availability and access to public/shared built historical or cultural heritage**

- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Supporting Sustainable Development through Visitor Fees (Bhutan)
- Balancing Heritage Protection with Access through Public Funding and Maintenance (France)

Protected/increased **availability and access to leisure and other type of facilities**

- Promoting Regeneration through a Sustainable Tourism Tax (Spain)
- Enhancing Social Inclusion and Mobility Through Subsidised Free Transportation Programs (Netherlands)
- A practical response to economic homelessness through social tourism (Netherlands)
- Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

MECHANISMS TO FOSTER GREATER SPATIAL EQUITY THROUGH TOURISM

REGULATORY INSTRUMENTS

- **Equitable public access policies:** Regulatory instruments are necessary to ensure that public areas remain accessible to all regardless of e.g. one's socioeconomic status, and to avoid the overdevelopment and/or commercialisation of areas, often leading to the loss of rich flora and fauna and outstanding natural value. DMOs/NTOs can lobby for government interventions to support equitable access to public spaces for local communities and can advise public authorities with spatial planning an development policies/strategies e.g. pathway development, signage, visitor infrastructure, public facilities etc.

    - Enhancing Coastal Access and Inclusivity through Strategic Partnerships and Infrastructure Development (USA)

    - Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

INCENTIVE MECHANISMS

- **Public funding linked to access as a condition:** Measures based on public-private-community partnerships create a win-win situation and can serve both individual (e.g. property owners) and collective goals (e.g. open access to privately-owned built heritage). Such partnerships can ensure that government support is delivered appropriately and in areas where it is most needed. DMOs can support restoration projects linked to public access policies by putting in place measures to limit the inconvenience caused to residents e.g.: rules for guided tours, signage, information materials to create awareness of the historical and cultural value of these built assets etc.

    - Balancing Heritage Protection with Access through Public Funding and Maintenance (France)

- **Government subsidies:** DMOs/NTOs can lobby for government subsidies and public funding to lower the (physical) barriers to participation in tourism experiences e.g. social transportation products. Where government initiatives are in place, DMOs/NTOs can play a major role in creating awareness of these possibilities.

    - Enhancing Social Inclusion and Mobility Through Subsidised Free Transportation Programs (Netherlands)

- Market-based strategies such as **voluntary efforts of private business owners** can strengthen corporate social responsibility within the business field, while serving collective goals, and can contribute significantly to the equitable use (and conservation) of places. DMOs/NTOs can support voluntary stewardship efforts of tourism and other type of businesses by acknowledging them in promotional and marketing campaigns, events or involving them in tourism product development.

DEVELOPMENT MECHANISMS

- **Public access measures:** Equitable access to public space/facilities is more than preventing the privatisation of land, it is also about having the right infrastructure in place e.g. pathways, signage, parking, public facilities that makes the area accessible to all. DMOs/NTOs can advise on the necessary infrastructure, signage, pathways etc. needed for visitor management, responding to the (special) needs of both locals and visitors.

  - Enhancing Coastal Access and Inclusivity through Strategic Partnerships and Infrastructure Development (USA)

- **Earmarking tax:** In countries where the tax regime allows, revenue generated from tourism tax can be allocated to public infrastructure development.

  - Promoting Regeneration through a Sustainable Tourism Tax (Spain)
  - Supporting Sustainable Development through Visitor Fees (Bhutan)

- **Visitor infrastructure development in segregated/peripheral areas:** Tourism can be a main contributor to urban regeneration strategies through which previously segregated neighbourhoods can be integrated into the social and economic fabric of e.g. cities. Tourism experience development can focus on improving aesthetics, re-purposing existing infrastructure (e.g. industrial heritage) or developing new functions based on arts/culture/gastronomy/heritage etc. DMOs/NTOs can support the rejuvenation of peripheral and historically deprived neighbourhoods through visitor infrastructure and community-based tourism product development, marketing and promotion.

  - Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)

- **Function mixing:** From a spatial perspective, function mixing is related to balanced strategic spatial development. DMOs/NTOs can advise on permit applications for new hotels/attractions/retail facilities etc. thereby supporting strategic real estate development, aiming to avoid monoculture and loss of daily infrastructure and striving for balance in the use of space.

  - Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

CASE STUDY

AN EXAMPLE FROM OUR CASE STUDIES

The Oregon Coast Visitors Association (OCVA) has spearheaded efforts to improve accessibility and inclusivity along Oregon's 363-mile coastline. Facing challenges such as diverse geography, climate impacts, and rising infrastructure costs, OCVA has developed a range of initiatives aimed at making the coast more accessible to everyone, particularly those with disabilities and other access needs. This multifaceted approach not only improves access but also enriches the overall visitor experience.

Key initiatives include the installation of Mobi Mats, which provide wheelchair users and others with easier access to beaches, and offering beach and all-terrain wheelchairs. OCVA also facilitates "Travelability" meetings with non-profit groups and tourism organisations to address accessibility issues collaboratively. Additionally, partnerships with Wheel the World and local non-profits support enhanced accessibility information and tailored itineraries for disabled travellers.

Cultural inclusivity is also a priority, with OCVA collaborating with organisations like Oregon Black Pioneers to celebrate Black contributions to the region and with Vive Northwest to create Spanish-language

resources. These efforts aim to ensure the coast is welcoming to all visitors.

OCVA's approach includes leveraging state-wide grants and local partnerships to tackle barriers, from accessibility infrastructure to cultural representation. Their work highlights the importance of community involvement, proactive engagement, and responsive planning in creating a truly inclusive tourism experience.

For more detail on this case study, see Enhancing Coastal Access and Inclusivity through Strategic Partnerships and Infrastructure Development (USA)

SPECIFIC CONSIDERATIONS WHEN SELECTING AND IMPLEMENTING MECHANISMS TO FOSTER SPATIAL EQUITY

It can be useful to understand the issues using GIS tools to map hotspot areas, planning and zoning policies, legal ownership and regulations and other factors. Balancing the needs of residents with the interests of visitors and tourism businesses is critical, and a full participatory approach in spatial development decisions helps to align these interests effectively. Additionally, considering how tourism can contribute to urban regeneration processes, and developing facilities to support tourism, leisure, and recreation can further enhance the sustainable use and development of public spaces.

KPIs TO CONSIDER THAT MEASURE IMPROVEMENTS TO SPATIAL EQUITY[69]

To develop these KPIs, we suggest starting at a small scale by measuring outcomes at the programme level, then assessing the results to inform broader, destination-level metrics, such as the ones below:

- Percentage of public spaces improved or maintained by tourism revenue

- Percentage of public spaces accessible to both residents and visitors

- Number of new regulatory instruments designed to enhance access to public spaces, facilities and infrastructure

- Size/location of areas protected with equitable public access policies

- Percentage of public funds and/or tourism revenue (including tax) used for spatial development or to fund access to public spaces, facilities and infrastructure

- Number or percentage of new infrastructure in segregated/peripheral areas serving the needs of both residents and visitors

- Percentage of residents (including percentage of disadvantaged or minority groups) able to access and use public spaces, facilities and infrastructure

- Number or percentage of heritage sites made accessible through public funding

- Number of mixed-use public areas/facilities

- Percentage of residents aware of mixed-use public spaces

3.4

CULTURAL EQUITY

Cultural equity refers to fair representation and acknowledgement of all communities (different ethnic or religious groups, people with disabilities, various socioeconomic or citizenship status, etc.) and their values in the development of tourism policy, products and communications.

UNESCO defines culture as "the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions, and beliefs".[70]

Tourism and culture have a symbiotic relationship. Cultural heritage and cultural resources provide experiences for tourism and the basis of a destination's brand identity. At the same time, tourism can support the development and protection of local culture and cultural heritage.[71]

For DMOs, the goal is often to ensure inclusivity and diversity in the way local culture is represented in tourism products and communications, and to counter neighbourhood gentrification.

WHAT CAUSES CULTURAL INEQUITY?

A NARROWING OR MISAPPROPRIATION OF LOCAL IDENTITY

With the arrival of visitors, residents may start to perceive their own environment and culture differently, as they appreciate their region and culture is worth visiting.[72] A strengthening of local identity, often driven by the need to distinguish destinations from one another, can be empowering for the communities who identify with that culture. However, promoting certain cultures can lead to the marginalisation of others[73] and there is a delicate balance between using and exploiting cultural authenticity, resulting in the commodification of cultures as part of the tourism product.[74] It is not easy to control who may use intangible cultural heritage, such as oral traditions, rituals, and traditional skills, and some Indigenous communities have suffered from cultural appropriation.[75] For example, travel industry representatives wearing traditional dress might appeal to tourists, but can undermine the value and meaning of cultural heritage to local communities, or cause it to be altered in ways that may not align with the community's own values and intentions.

CULTURAL DISPLACEMENT

Becoming a successful destination can lead to tourist gentrification, as a neighbourhood or district becomes more attractive due to tourism. As part of the gentrification process, cultural displacement happens "when the norms, behaviours, and values of the new resident cohort dominate and prevail over the tastes and preferences of long-term residents".[76] It can create a feeling of alienation amongst residents, undermining their sense of belonging.[77, 78] On the other hand, gentrification can also foster a belief within the community that they can overcome challenges like crime and poverty, which can strengthen social cohesion.

CULTURAL EXCHANGE

Cultural exchange is potentially a positive impact of tourism[79] but can reinforce stereotypes.[80] Involving a broader range of stakeholders in the development of links between tourism and culture can help to counter this, and is all the more important for marginalised communities such as ethnic minorities or immigrants, who already face more social exclusion and discrimination. For example, many museums are increasingly offering multiple local perspectives on history and art.[81] It is essential to acknowledge that communities are shaped by their histories which can render certain groups more vulnerable. However, silent voices and painful memories may not always align with tourism's supply and demand dynamics, as many tourists seek pleasure over education.[82] On the other hand, tourism and leisure has the potential to provide a "playfulness and lightness"[83] to allow cultures that are 'different' to become accepted.

THERE IS EVIDENCE THAT TOURISM CAN PROVIDE THE FOLLOWING EQUITABLE CULTURAL OUTCOMES:

EQUITABLE CULTURAL OUTCOMES

Underrepresented **segments of society are included/better represented** and there is a **more meaningful representation of cultural heritage** (based on local values and perspectives)

- Youth and community empowerment through tourism (Rwanda)
- Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
- Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)
- Enhancing Coastal Access and Inclusivity through Strategic Partnerships and Infrastructure Development (USA)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)
- Meaningful local cultural experiences through community tourism products (Sweden)

Improvement in the **preservation of diverse heritage and culture**

- Preserving cultural heritage and traditional skills through certification (Estonia)
- Meaningful local cultural experiences through community tourism products (Sweden)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)

Heightened respect and appreciation of (the values of) local community groups by tourists and businesses

- Youth and community empowerment through tourism (Rwanda)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)
- Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)
- Empowering Marginalised Communities Through Authentic Homestay Programmes (Nepal)

Increased **sense of belonging or civic pride, stronger cultural identity and sense of community**

- Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)
- Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)
- Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)
- Balancing Heritage Protection with Access through Public Funding and Maintenance (France)
- Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)
- Preserving cultural heritage and traditional skills through certification (Estonia)
- Empowering Marginalised Communities Through Authentic Homestay Programmes (Nepal)
- Meaningful local cultural experiences through community tourism products (Sweden)
- Advocacy for Environmental Justice through Community-Led Tours (USA)

MECHANISMS TO FOSTER GREATER CULTURAL EQUITY THROUGH TOURISM

FAIR REPRESENTATION IN TOURISM PRODUCTS AND SERVICES

- **Interpretive activities** are focused on the dynamics between communities, their history and the nature and landscapes they inhabit. Interpretive activities can take various forms such as story telling, demonstrations (can be through passive or active participation) or various sensory experiences. Interpretive activities have an educational component and can influence and modify our perception, beliefs and way of seeing places and communities. DMOs/NTOs can collaborate with the private sector and others to offer various interpretive activities.

- **Story telling** is a form of interpretive activity and a powerful tool that can make culture and heritage more accessible through various narratives, leading to increased awareness and deeper understanding of the many ethnic cultures, values and traditions in destinations. Story telling enables the expression of diverse experiences, and fosters reflective thinking. It can support both personal and social transformation as well as (re)integration into society. It can empower communities that suffered from human rights violations or other traumas, allowing them to tell their stories. Story telling should be an important item in the toolbox of DMOs/NTOs.

- **Events enabling recognition** aim to provide a platform for the celebration of diverse communities. Festivals honouring various cultural, ethnic or religious identities are examples of such events. These events enable the meaningful and authentic representation as well as the preservation of diverse heritage and foster a sense of community. The events can also generate economic benefits for e.g. local artisans, craftsmen or performers. DMOs/NTOs can take a leading role in the planning, organisation, coordination, implementation and/or marketing of these events.

- **Tourism product development** building on local tangible or intangible heritage deeply embedded in the destination's DNA will lead to a more authentic and unique experience while supporting the long-term preservation of diverse cultural values, practices and habits. Tourism products showcasing these unique characteristics of local communities can generate pride, foster a sense of community and lead to heightened respect and appreciation of local communities by tourists and businesses. DMOs/NTOs should lead, advise on and/or closely monitor tourism product development in their destinations to ensure that the core values, heritage and diversity of local communities are fairly represented.

  - Empowering Marginalised Communities Through Authentic Homestay Programmes (Nepal)

- **Promotion of suppliers and service providers** through marketing-communications. Via their networks and platforms DMOs/NTOs can create awareness of members of the tourism supply chain. They are responsible for promoting and showcasing the destination offer. However, to ensure the fair representation and acknowledgement of all product and service providers, potentially representing diverse communities (different ethnic or religious groups, people with disabilities, various socioeconomic or citizenship status etc.) and their values, requires a systematic approach, a well-defined promotional strategy and strong network management, giving equal opportunity to all. Technology and AI-based solutions can be of help.

- **Certification marks** can contribute significantly to the recognition, acknowledgement and preservation of local craftmanship. The handicraft sector, especially in rural and remote destinations supports the livelihood of many communities. Certification schemes can provide visibility to these locally made products thereby contributing to local economies and employment. Certification labels should be based on rigorous and transparent assessment and should follow well-established standards to ensure quality is met. Furthermore, e.g. trade unions offering certification marks often also provide mentoring programmes, networking events, exhibition space, and platforms for knowledge exchange. DMOs/NTOs can support these initiatives in multiple ways by e.g. marketing and promotion, sponsorship, network coordination, integration into tourism product development etc.

  - Preserving cultural heritage and traditional skills through certification (Estonia)

- **Promoting local way of living** can take various forms and aim at introducing visitors to the daily life of local communities, their habits, customs and practices. These experiences build on guest-host interactions that take place in the form of homestay programmes, local ambassador or volunteer programmes whereby visitors are introduced to different activities authentic to the destination. These immersive experiences have an educational component that can support mutual understanding, openness, tolerance and inclusivity. Most of these activities can serve as a source of income for local communities. DMOs/NTOs can provide crucial mentoring, guidance and resources to equip local communities with the necessary knowledge, skills and infrastructure needed to offer community-based tourism experiences.

  - Empowering Marginalised Communities Through Authentic Homestay Programmes (Nepal)

  - Meaningful local cultural experiences through community tourism products (Sweden)
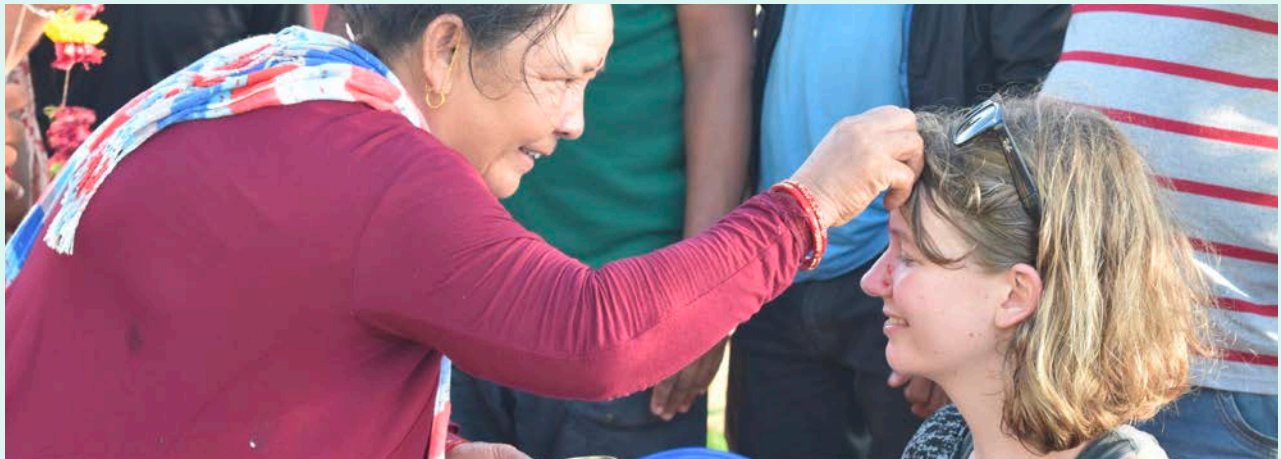
CASE STUDY

Image credit: Hands-On Institute

AN EXAMPLE FROM OUR CASE STUDIES

In the village of Aapshwara, Nepal, the Dalit community - historically marginalized by the caste system - has implemented an innovative homestay program initiated by the Hands-On Institute. Launched in 2016, this program leverages tourism to provide both economic and cultural empowerment to the Dalits, a group often excluded from mainstream opportunities and public amenities.

The program, supported by funding from the Vyas municipality and the Swiss Foundation for Solidarity in Tourism, involves setting up homestays in Dalit households to host international guests. Despite initial scepticism from the community, the Hands-On Institute provided essential training, funding, and access to a global network of potential clients, helping to establish and promote the homestay initiative.

Guests at Aapshwara can experience the traditional Dalit way of life, fostering a deeper understanding and appreciation of their culture. This exposure has notably boosted the self-worth of the Dalits and improved their social standing within Nepalese society. Economically, the program generates substantial income for participating families, enabling them to enhance their living standards, such as sending children to school or accessing medical care. The program has also empowered women, who predominantly manage the homestays while men continue farming.

Challenges include language barriers and limited initial exposure, exacerbated by COVID-19 disruptions. Despite these, the initiative has positively impacted local self-perception and community relations, gaining government support for infrastructure improvements and increased recognition of Dalit contributions.

For more detail on this case study, see Empowering Marginalised Communities Through Authentic Homestay Programmes (Nepal)

Image credit: Hands-On Institute

Image credit: Hands-On Institute

SPECIFIC CONSIDERATIONS WHEN SELECTING AND IMPLEMENTING MECHANISMS TO FOSTER CULTURAL EQUITY

There are specific issues for any mechanism that involves local people and volunteers, such as ensuring the safety of participants and keeping up the right level of capacity to meet demand. Setting up community-based initiatives can be time consuming and require continuous effort to ensure ongoing engagement, and so sufficient time and resource should be allocated. Understanding the various needs and wants of local communities and creating trust are of great importance. Furthermore, initiatives will need to balance the need for product development to create quality visitor experiences that are suited to market needs and expectations, while avoiding commercialisation of local experiences.

KPIs TO CONSIDER THAT MEASURE IMPROVEMENTS TO CULTURAL EQUITY[84]

To develop these KPIs, we suggest starting at a small scale by measuring outcomes at the programme level, then assessing the results to inform broader, destination-level metrics, such as the ones below:

- Number or percentage of tourism products, services and events which focus on including or better representing under-served communities or preserving diverse cultural heritage and/or promoting authentic tourist experiences of local ways of living

- Local community participation in homestay programmes and similar initiatives focused on promoting local way of living

- Number and percentage of local entrepreneurs/ businesses involved in heritage-focused tourism

- Economic value generated for local artisans and performers

- Amount and percentage of income generated through tourism activities for local communities and/or marginalised groups

- Amount and percentage of tourism revenue used to preserve and promote cultural heritage

- Percentage of tourists reporting awareness of local community values and cultural heritage

- Percentage of businesses reporting awareness of local community values and cultural heritage

- Percentage of residents (including percentage of marginalised and under-represented groups) reporting increased pride and/or stronger cultural identity as a result of tourism activity

- Percentage of tourism marketing activity and spend focused on showcasing diverse communities and cultural heritage

- Measuring performance in representing diverse social/ cultural groups in tourism policy, products and services, for instance through community profiling

- Number of entrepreneurs/businesses receiving recognition/certification for their focus on local traditions and cultural heritage

- Number of programs supporting diversity and inclusivity in tourism

> *When we travel, we're vulnerable to new ideas and ways of living. Through careful messaging throughout a destination, the travel experience can preserve culture and expand tolerance in a way that strengthens the destination brand.*
>
> **Rodney Payne, CEO - Destination Think**

3.5

TOURISM EXPERIENCE EQUITY

Tourism experience equity refers to the values and initiatives that enable local participation in tourism experiences with particular focus on those who would not otherwise have access to these opportunities, for instance due to high costs.

Residents can be consumers of tourism services, enjoying recreational activities, dining out, attending events, or visiting local attractions in their own living environment. Tourism facilities can enhance residents' quality of life.

For DMOs, the goal is often to encourage local and domestic customers to tourist sites and experiences.

PERSPECTIVES

Göteborg & Co

We believe tourism can help build a better city, that it can help bridge gaps in society, help local communities to flourish and contribute to the happiness and well-being of residents.

Everything we do as a DMO is ultimately for the Gothenburgians.

Events have been, and are, a crucial tool for us to serve and engage residents, to support local communities and involve underserved groups. One example is supporting local event initiatives in deprived neighbourhoods to show positive forces at work and to get more people to discover the area through the event. Another example is our ongoing partnership with a non-profit association working for disabled children

and young adults and their right to a meaningful and active life. This collaboration involves events in the city and aims to both include young disabled people to be part of them and also help event organisers make their events accessible and inclusive to more people.

Through the years, with our focus, resident sentiment towards tourism is generally positive and the majority of residents, almost ninety percent according to our surveys, believe tourism adds value to them. But even so, this can change fast, and we need to work both proactively and reactively, and from perspectives of challenges as well as of dreams.

See appendix for full text

Katarina Thorstensson, Sustainability Strategist and Destination Development, Göteborg & Co

WHAT CAUSES TOURISM EXPERIENCE INEQUITY?

UNAFFORDABILITY

Affordable pricing for local residents is necessary for fair access to, and participation in, tourism-related activities and experiences. Tourism activity drives up the overall price level in the economy, but the impact is even stronger for consumer service prices, especially those for recreation, culture, restaurants and hotels. This can limit residents' access to local tourism experiences, making them less affordable for the local population.[85] Comparing the average income of those in wealthy countries to the average income of people living in developing countries underscores the need to ensure that tourism offerings are accessible for not only foreigners and the elite, but also local residents.

This counts for leisure activities, but especially for cultural heritage. From a human rights perspective, enjoyment of cultural heritage is recognised and should be affordable to all.[86] High entrance fees for cultural heritage sites can put these out of reach of communities who can't afford it. While fees might be necessary, they shouldn't be prohibitively high. Furthermore, other factors such as privatisation and security measures can also lead to unequal access to cultural heritage. For example, in Mexico community groups were restricted from certain sites because of these actions. This issue involves spatial equity but also highlights a broader disparity where higher social classes and tourists can enjoy local heritage while poorer groups including Indigenous communities are excluded.[87] In Budapest, around 90% of the visitors of the two main thermal spas are now foreigners, yet in the past these spas were frequently

used by elderly residents due to the healing effects of the medicinal water.[88] According to the World Leisure Organization[89], access to leisure services should be seen as a basic right.

Instead, higher prices for international tourists could enable fairer prices for residents (although this practice is often questioned from an ethical and legal perspective). For example, 'dual pricing' for national parks or cultural and

natural heritage is quite common (subject to local laws allowing such practices). Entrance fees for Machu Picchu, Angkor, Taj Mahal and Petra are significantly higher for foreigners than for residents.[90]

THERE IS EVIDENCE THAT TOURISM CAN PROVIDE THE FOLLOWING EQUITABLE TOURISM EXPERIENCE OUTCOMES:

EQUITABLE TOURISM EXPERIENCE OUTCOMES

Making experiences accessible to all segments of the local community

- Enhancing local access to leisure and travel through collaborative partnerships (UK)
- Making Holidays Possible for Everyone through Social Tourism Initiatives (Belgium)
- Supporting Family and Community Well-being through Social Responsibility Initiatives (Canada)
- A practical response to economic homelessness through social tourism (Netherlands)

Increased availability and access to leisure and other types of facilities and tourism experiences e.g. entertainment or catering facilities (e.g. by overcoming financial or logistics barriers)

- Enhancing Social Inclusion and Mobility Through Subsidised Free Transportation Programs (Netherlands)
- Supporting Family and Community Well-being through Social Responsibility Initiatives (Canada)

Supporting public-good projects (e.g. via social tourism initiatives)

- A practical response to economic homelessness through social tourism (Netherlands)

Stronger connections with friends and family through shared experiences.

- Enhancing local access to leisure and travel through collaborative partnerships (UK)
- Supporting Family and Community Well-being through Social Responsibility Initiatives (Canada)

Narrowing the gap between locals and visitors which may lead to more openness, mutual respect and acceptance towards one another

- Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

Enjoying leisure activities which can lead to positive physical and psychological benefits, rejuvenation, and relaxation.

- Enhancing local access to leisure and travel through collaborative partnerships (UK)
- Enhancing Social Inclusion and Mobility Through Subsidised Free Transportation Programs (Netherlands)
- Supporting Family and Community Well-being through Social Responsibility Initiatives (Canada)

MECHANISMS TO FOSTER GREATER TOURISM EXPERIENCE EQUITY THROUGH TOURISM

MARKET-BASED MECHANISMS

- **Social tourism enterprises/initiatives** have great potential to develop/offer inclusive tourism experiences in destinations with special focus on communities that are currently underserved by tourism due to e.g. financial barriers. Instead of serving the sole purpose of revenue generation, community enterprises aim to serve broader societal goals. DMOs/NTOs can partner up with community enterprises and create joint social tourism initiatives (or broader social responsibility initiatives) whereby locals, and often specific disadvantaged segments of society, get to enjoy tourism experiences they otherwise not be able to participate in. These initiatives often build on cross-sector cooperation e.g. tourism and respite care providers.

  - Enhancing local access to leisure and travel through collaborative partnerships (UK)
  - Making Holidays Possible for Everyone through Social Tourism Initiatives (Belgium)
  - Supporting Family and Community Well-being through Social Responsibility Initiatives (Canada)

- **Tourism product development** and experience building should benefit the interest/needs of local communities while also creating attractive spaces and experiences that can foster positive guest-host relationships. Tourism product development therefore should be based on a thorough analysis of the needs of local communities as well as the availability of resources, and aim to match that to potential visitor markets to create an economically viable, and socially and environmentally sustainable tourism offer.

  - Enhancing local access to leisure and travel through collaborative partnerships (UK)

- **Dual pricing/vouchers and discount schemes** focused on tourism products and experiences can lower the financial barriers residents of destinations often experience. These actions can also support the ambitions of encouraging domestic or regional visitation, and can be used to support local businesses, especially in the shoulder months, by directing tourism spending towards them. Vouchers and discount schemes can also foster economic inclusivity as they can be a steering mechanism focusing on e.g. micro and small enterprises, businesses owned by women, minority groups or by marginalised communities. However, price differentiation or price discrimination mechanisms are often criticked and can be problematic, especially in the EU due to internal market regulations. Despite of this, more and more destinations opt for two-tiered pricing strategies to maximise the value captured from visitors, offsetting economic disparity, or subsidise local initiatives/service provision. Dual pricing can also reinforce stereotypes and can be seen as a discriminatory practice.

- **Function mixing** of leisure and tourism built assets is linked to social entrepreneurship whereby tourism and/ or hospitality businesses double their original function to serve broader societal goals e.g. hotels doubling as open community houses or as temporary accommodation for economically homeless people, or tourist information centres doubling as community or expat centres.

  - A practical response to economic homelessness through social tourism (Netherlands)

CASE STUDY

Image credit: Iedereen Verdient Vakantie

AN EXAMPLE FROM OUR CASE STUDIES

Iedereen Verdient Vakantie (Everyone Deserves a Holiday) is a Belgian initiative designed to make holidays accessible to those who cannot afford them. Launched in 2002, this programme addresses social equity by connecting people in need with affordable vacation options. The initiative operates through a collaborative network involving the Flemish government, tourism businesses, social organisations, and volunteers. It builds on a historical precedent from 1936 when trade unions established holiday resorts for employees.

The programme's core activities include gathering and promoting discounted rates from tourism providers, helping people make holiday bookings, and fostering cooperation between various sectors. It also encourages innovation and quality assurance by coordinating with partners and monitoring the use of social rates.

In 2023, the initiative enabled over 152,000 people to take holidays. Volunteers and social organisations play a critical role in helping individuals navigate the holiday planning process, overcoming barriers like limited financial resources and lack of holiday literacy.

Despite its successes, the programme faces challenges such as managing limited funding, stakeholder expectations, and adapting to market changes. The Flemish model demonstrates the importance of government support, effective partnerships, and community involvement in creating an inclusive tourism experience.

For more detail on this case study, see Making Holidays Possible for Everyone through Social Tourism Initiatives (Belgium)

SPECIFIC CONSIDERATIONS WHEN SELECTING AND IMPLEMENTING MECHANISMS TO FOSTER TOURISM EXPERIENCE EQUITY

Social tourism initiatives usually require a significant amount of coordination across various partners and tend to rely on volunteers, which brings challenges for implementation and long-term viability. It can be important to manage the expectations of locals who participate, while communications from businesses needs careful attention to avoid being demeaning to beneficiaries, or to come across as overly promotional and therefore giving the impression that the primary motivation is PR gains.

Social entrepreneurship, such as through function mixing, may require a shift in the business model, placing corporate social responsibility at the core of operations.

When implementing price differentiation mechanisms, it is crucial to carefully consider the regulatory environment. Ensuring transparency and openness in these measures can foster broader support and acceptance.

KPIs TO CONSIDER THAT MEASURE IMPROVEMENTS TO TOURISM EXPERIENCE EQUITY[91]

To develop these KPIs, we suggest starting at a small scale by measuring outcomes at the programme level, then assessing the results to inform broader, destination-level metrics, such as the ones below:

- Number and location of social tourism initiatives and participating businesses/entrepreneurs

- Diversity of social groups served by these initiatives

- Participation rates in social tourism initiatives by different social groups (e.g. by age, gender, ethnic group)

- Number and location of discount schemes for local or disadvantaged groups

- Percentage of visits to tourism attractions using discount cards/vouchers

- Percentage of visits to tourism attractions by various local social groups (e.g. minorities, women, youth)

- Percentage of social groups (e.g. young people, women, minority communities) reporting increased access to leisure, facilities and experiences

4

MANAGING EQUITY IN DESTINATION COMMUNITIES

GOVERNANCE CONSIDERATIONS AND CONTEXT

Destination management involves coordinating all elements of a tourism destination—such as attractions, amenities, access, marketing, and pricing[92] to achieve the best outcomes for tourists, providers, and local communities.[93] The complexity of destinations can hinder efforts to create positive community impacts, but with the right approach focused on collaboration and shared goals, this complexity can become an advantage.

To be effective, destination management requires a governance model that emphasises issues of accountability, communication, participation, transparency, knowledge sharing, equity and efficiency.[94] This means establishing an open and participatory model that invites collaboration among all stakeholders[95], and includes residents and the local community in tourism policy decision-making processes, through a truly Public –Private– Community (PPC) approach.[96] As such, good governance is essential for achieving a more equitable tourism system, with the choice and success of strategies largely depending on the strategic context in which DMOs operate.

Göteborg & Co

Our role as a DMO is unique. Having a multifaceted overview of the destination and the complex task of involving and balancing the interests of all stakeholders, we are in a position to work on multiple levels and get people together for the good of the destination. So, how can we accelerate our work on spreading the benefits and reducing the burdens of tourism? What practices have proven to work? What are our blind spots? Who is not at the table? What can we learn and get inspired by?

We are curious to learn from both small-scale initiatives and large-scale projects, to grow and to show what is needed and possible when tourism is at its best.

See appendix for full text

Katarina Thorstensson, Sustainability Strategist and Destination Development, Göteborg & Co

When considering this context, it can be useful to understand destinations and their management according to the dimensions of an Agenda Conscious Destination.[97]

- **Multi-level:** DMOs must consider factors at various levels. Macro-level developments are often beyond their control, while meso-level government policies can greatly impact tourism. At the micro level, the actions of entrepreneurs and residents' attitudes toward tourism also play a crucial role.

- **Multi-actor:** Numerous stakeholders contribute to the tourism product, but their actions are not always coordinated.

- **Multi-domain:** Tourism is interconnected with other policy areas, which have their own priorities and pace, making it impossible to treat tourism in isolation.

- **Multi-timescale:** Tourism is affected by both slow, predictable changes (like demographic shifts) and rapid, uncertain developments (such as pandemics).

- **Multi-objectives:** Different stakeholders and domains have varying, sometimes conflicting, goals for the same destination.

- **Multi-options:** Even with a shared objective, there are multiple ways to achieve it, often with differing opinions on the best approach.

- **Multi-context:** Each destination has unique political, economic, legal, and socio-cultural conditions, requiring tailored solutions.

The WTTC/ETFI/Travel Foundation report "Towards Destination Stewardship"[98] provides a diagnostic tool for assessing whether a governance system is likely to promote or frustrate a destination stewardship approach, covering the following seven aspects of governance:

1

STRATEGIC VISION

- Do you have a clear, shared vision on the selected issue?

2

IMPLEMENTATION

- Institutional frameworks: policies, laws, regulations, ordinances, policy programmes, investment plans/schemes.
- Projects, initiatives etc.

3

FORM OF COLLABORATION

- Structured coordination: clearly defined organisational structure, tasks & responsibilities
- Scope of collaboration: vertical, horizontal, cross sectoral
- Formal & informal networks: private sector, public sector, third sector, community, knowledge hubs, politics, etc.

4

RESOURCE MOBILISATION

- What: money/ funds, time/ FTEs, skills, knowledge
- By Whom: public sector, private sector, third sector, EU, other
- Amount: relatively high/ low, relatively sufficient/ insufficient etc.

5

INFLUENCE

- Leadership
- Ownership
- Control mechanisms
- Effectiveness
- Impact

6

LEGITIMACY

- Mandate
- Mechanisms to ensure accountability and transparency
- Responsiveness (to the needs of the people)

7

DATA & KNOWLEDGE

- Data availability/data quality
- Data analysis, skills and capacity
- Data management (GDPR, FAIR...)
- Reporting, information dissemination protocols etc.

PARTICIPATORY DECISION-MAKING

An Equity-Driven Management (EDM) approach ensures the fair participation of diverse social groups in decision-making processes. EDM requires varying levels of community engagement, empowerment, co-creation and participatory decision making. A participatory approach is central to many mechanisms presented in this report, and is a critical success factor for implementing them all. Interventions are usually only successful if those affected by the outcomes participate in the planning and design of the intervention, and if stakeholders are engaged to help distribute value across the community.

Consultation processes can vary in form and be carried out with representatives of various organised community groups, business groups or through direct citizen participation. While special interest groups can provide useful information on pressing issues, they may not represent the interests of all members, and not all citizens are members of these organisations.[99] Furthermore, conflicting agendas can also make it challenging to balance the needs and interests of different social groups.

The following are examples of possible stakeholder participation mechanisms.[100]

Political processes
- Voting
- Opinion polls
- Public hearings

Invitation for comment
- Public invitation for comment (e.g. through media, letters, brochures, flyers or other printed materials, on websites etc.)
- Public exhibitions

Meetings
- Stakeholder interviews
- Public meetings
- Focus groups

Deliberative
- Working groups (involving a diverse range of stakeholders focusing on a particular issue)
- Citizen advisory committees/councils/juries/panels/ round tables
- Community/resident/business surveys

Analytical
- Stakeholder analysis

CASE STUDY

AN EXAMPLE FROM OUR CASE STUDIES

The Citizen Council for Tourism in Berlin is a pioneering initiative aimed at involving local citizens in the city's tourism development. Established in November 2022 as part of Berlin's 2018 Tourism Concept, the Council is a collaborative effort between Visit Berlin and the Senate for Economy. It aims to provide government officials with insights from citizens across all Berlin districts, ensuring that local perspectives are integrated into tourism planning.

The initiative recognised the importance of continuous dialogue to prevent potential issues like overtourism. Strategic meetings between Visit Berlin, the Senate, and the Citizen Council occur every three weeks, facilitating ongoing communication and collaboration. Visit Berlin plays a central role by monitoring sentiment in different districts and engaging with the Citizen Council regularly.

The Council is unique in its approach, with some districts selecting members randomly and others choosing participants based on specific criteria. This diversity provides a broad representation of citizen perspectives.

The Citizen Council is funded by the Senate for Economy, with finances allocated for organisation and administration rather than specific projects.

Berlin's Citizen Council for Tourism is the first of its kind worldwide. While it is still in its early stages, with an evaluation scheduled for 2025, the initiative demonstrates an approach that integrates citizen input into tourism development, potentially serving as a model for other destinations.

For more detail on this case study see, Enhancing Local Governance through Citizen Participation in Tourism (Germany) and for a second case study that focuses on citizen participation in destination development, see Revitalising Cultural Pride through Meaningful Local Participation (Netherlands)

5

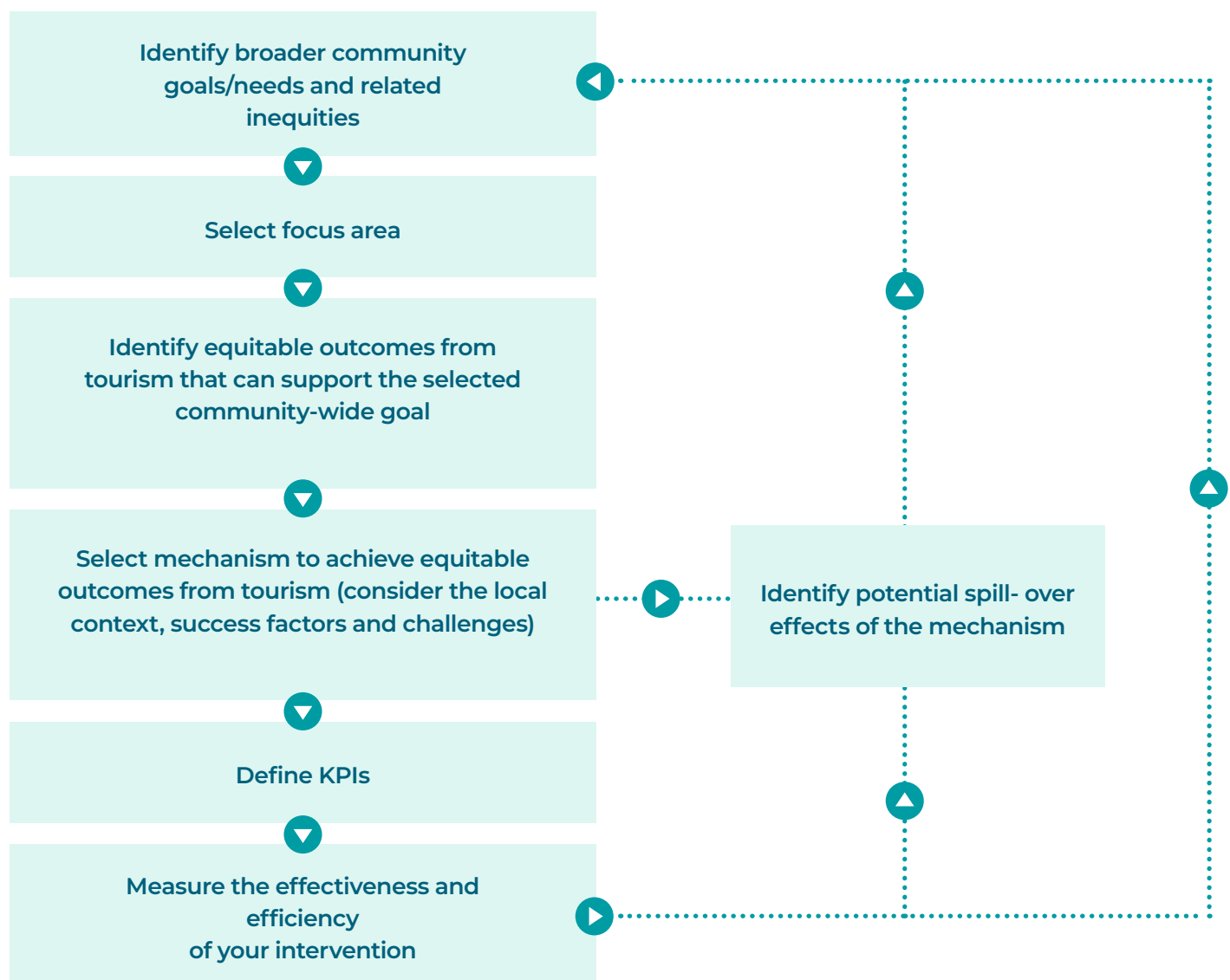# EQUITY-DRIVEN MANAGEMENT (EDM) APPROACH

Throughout this report, we present a basic process for destination managers to follow, based on a needs-based ("what are the needs/priorities of local communities?") and benefits-based ("who enjoys the benefits of tourism?") management approach.[101]

An equity-driven management approach combines these two approaches and begins with a thorough understanding of the diverse needs of local communities followed by a critical review of the current distribution of tourism benefits, and aims to develop destinations in a just and fair way. This starts by identifying a broad community need or goal (which might be aligned to the SDGs – see chapter 1) and the related inequities that should be addressed. Destination managers can then consider whether and how tourism might contribute towards this goal, and select the most appropriate mechanism to achieve this (chapter 3, with reference to case studies in the Appendix) based on their destination-specific context.

Figure 1. Equity-Driven Management (EDM) Approach

Identify broader community goals/needs and related inequities

Select focus area

Identify equitable outcomes from tourism that can support the selected community-wide goal

Select mechanism to achieve equitable outcomes from tourism (consider the local context, success factors and challenges)

Identify potential spill- over effects of the mechanism

Define KPIs

Measure the effectiveness and efficiency of your intervention

Netherlands Board of Tourism and Conventions

Before 2019, the position of residents had not been a key priority. But Perspective 2030, our guiding vision for the Netherlands towards 2030, approached things completely differently. We said sustainable development must accommodate the interests and needs of inhabitants whom we're asking to share their places with visitors, and who also frequently access touristic experiences themselves.

Travel can be a force for good, but this comes with the responsibility to do all we can to steer this force towards meeting the needs of our communities too. Respecting these needs and wishes and pro-actively working on stimulating policies, services and touristic experiences

that embed these, is fundamental for any travel industry to have a long-term license to operate.

We're 'playing catchup' to understand the dynamics between residents, visitors and the tourism industry, trying to identify what exact positive (and negative) impact visitors have on our destinations, and to better understand how we can actually positively influence these relationships through sustainable policies, business services and more inclusive forms of governance.

See appendix for full text

Thijs de Groot, Programme manager Destination Development, Netherlands Board of Tourism and Conventions

---

The following questions can help guide you through the EDM approach, with reference to the previous chapters of this report:

INITIAL QUESTIONS

1. Which broader societal goals/needs, linked to a more equitable future, are high on your destination's agenda? Which one(s) are the most urgent?

2. Which type of equity (e.g. economic, environmental) do these goals mainly address?

3. How could tourism help achieve these societal goals, and what mechanisms are available?

4. What initiatives are already in place at your destination? Are new interventions needed?

WHEN DECIDING WHETHER TO IMPLEMENT A NEW MECHANISM:

Did it work elsewhere?

5. Is there evidence (in this report or elsewhere) that this mechanism has delivered equitable outcomes in other destinations?

6. Beyond the main outcome sought, has this mechanism been shown to bring other positive benefits that would be welcomed?

Does it suit your destination context?

7. Does the mechanism seem feasible and suitable, based on your own destination context?

8. Does the legal/regulatory environment allow it?

9. What challenges might arise during implementation, and how can they be mitigated?

Who would need to be involved?

10. What role can the DMO/NTO play in implementing the chosen mechanism?

11. Which stakeholders are needed and what roles should they play? How will you get their buy-in?

12. What is the most suitable form of stakeholder collaboration and coordination?

13. How can participation across the community be encouraged, if needed?

What resources would you need?

14. What level of resources, such as finance, time, skills and expertise, are needed? Are they available, and who controls them?

15. What is the route to unlocking these resources?

Is it viable in the long-term?

16. Can the initiative secure the resources and buy-in it needs to be sustainable in the long term? What kind of business case would be needed for this?

17. How might this initiative scale over time (if needed)?

18. How can the impacts of this intervention be measured and monitored?

A FINAL WORD ON MEASUREMENT AND EVALUATION

DMOs and NTAs are in the very early stages of moving towards an Equity-Driven Management approach, and in setting out to identify the evidence for effective interventions, we found that evaluations are not routinely undertaken, are not sufficiently robust, or are not made publicly available.

Setting clear objectives and measuring impact is essential. Beyond evaluating effectiveness, the efficiency of interventions needs to be considered to ensure their economic and financial viability, and to build the business case for future activity. Given the many challenges in data management within the travel and tourism sector, such as high costs, skills deficits, data accessibility issues, and privacy concerns, we suggest starting small.

Measuring the impact of specific actions should provide a good foundation for starting to build a case for an equitable tourism sector in destinations. It must be noted however, that while some costs and benefits are easier to identify and measure (for example, the number of jobs created for marginalised groups, the value of funds to support community projects, local ownership of businesses etc.) others are harder to quantify (e.g. social impacts: sense of pride, trust and security, cultural practices, social cohesion etc.). Identifying effective methods to measure equitable outcomes in destinations and gaining a deeper understanding of how tourism benefits are distributed within destination communities offer valuable opportunities for further research.

What is clear, is that today's routine metrics are not sufficient. Blunt measurements such as counting jobs created, revenue generated and visitors arriving will not provide any insight into their distribution, which may be exacerbating inequalities and undermining community goals. KPIs designed to dive deeper into how revenue, jobs and other benefits from tourism are distributed (for example exploring the quality of such jobs, or how much of tourism revenue stays in the local economy or supports conservation) will help DMOs and NTAs to avoid storing up problems for the future, and instead cement their role in demonstrating tourism's role in local placemaking.

APPENDIX

A MESSAGE FROM DESTINATION THINK

There is no doubt that travel has a massive impact for better and for worse. While the economic benefits of tourism have been on the rise and much discussed for decades, the damage from travel has come into sharper focus in recent years.

Reporting about this damage, including transport emissions, cultural erosion, economic leakage, ecosystem degradation, declines in housing availability, labor shortages and other forms of inequality, is becoming mainstream. We urgently need effective responses and solutions to community problems where tourism can directly make a difference.

To address these kinds of issues, Destination Think and 20 leading destinations have founded the Collective, a membership organization dedicated to advancing stewardship and global sustainability through travel. The Collective enables members to create the future they want to see by becoming highly effective destination managers, ensuring community health environmentally, socially and economically; and by providing inspiration for the world and creating a path for others to follow.

Destination Think - Collective

Thompson Okanagan, CAD

Banff, CAD

Cariboo Chilcotin Coast, CAD

Cochrane, CAD

Cape Breton, CAD

Marquette, USA

Tofino, CAD

Madison, USA

Seattle, USA

Port Aransas, USA

Bend, USA

Grand Junction, USA

Copenhagen, DK

Mammoth Lakes, USA

Noosa, AUS

Hauraki Coromandel, NZ

Indigo, AUS

Wesgro (Cape Town), SA

Queenstown & Wanaka, NZ

> *...the concept of the industry/visitors contributing to improve or develop community benefits and enhance the environment (and therefore their own experience), is a direction many destinations are exploring...*

Andrew Saunders, founding Collective member and Advisor Destination Management at Noosa Shire Council

Destination Think and other Collective members have reviewed the case studies in this report about initiatives already underway around the world. They cover a wide range of challenges. Examples of cases that address sustainability funding include Spain and Canada. Spain's Balearic Islands have all accommodations collecting a daily tourism tax charged to visitors (partial day charges for those arriving by cruise ship) to feed a regional sustainable tourism fund. This echoes the recent efforts in Barcelona to draw €100 million from its tourism tax to fund solar power infrastructure. These kinds of programs have important potential to jump start sustainability and plenty of destinations beyond Spain are starting to catch on.

Andrew Saunders, founding Collective member and Advisor Destination Management at Noosa Shire Council in Australia, said, "...the concept of the industry/visitors contributing to improve or develop community benefits and enhance the environment (and therefore their own experience), is a direction many destinations are exploring..."

Another option to help the community benefit from tourism is in Canada, where a grassroots organization literally knocked door to door to ask tourism businesses to participate in collecting a 1 percent fee on revenue to fund Indigenous stewardship of the local environment. With 149 businesses participating, the program is on track to raise hundreds of thousands of dollars this year. Imagine the outcome if it were a mandated program for all businesses, and it collected more than 1 percent.

Elizabeth Fogarty, founding Collective member and Director at Visit Grand Junction in the United States, also sees the need for everyone, visitors and residents, to recognize and support a community's assets, and ultimately, its sustainability goals.

"I do like the idea that tourism businesses (not just lodging) should be considered for funding opportunities, whether for Indigenous stewardship, trail upkeep, sustainability causes, etc. Having the 'guest pay' so locals get a 'free pass' for the impact of visitation is the easy button, but it is not equitable, considering locals are also on the trails and using community services, as well."

Other cases are at the intersection of social and economic considerations. In Uganda, a charitable organization provides local women with support in developing goods and services that can be sold to tourists, ranging from handicrafts to guest houses. Aside from instilling economic opportunity for marginalized people, the program provides a safe location to gather and counseling for women dealing with domestic abuse and other serious struggles. Programs that provide women with protection and equity in pursuit of economic opportunities should be a worldwide phenomenon. The reality of women being the targets of crime, violence and oppression knows no borders. The tourism industry's willingness to highlight this issue and contribute to support is vital for a community's well being and retains this tourism revenue locally. Adjusting the model to ongoing funding, rather than relying on charity, would create a powerful program template for any community to adopt.

In Sweden, a destination runs a volunteer program to share the community's culture by inviting local residents to offer experiences to visitors. The experiences are most often free but could be paid and focus on the activities and traditions of ordinary people. The program addresses resident sentiment by directly engaging locals to become part of the tourism sector and build connections that can influence how tourism is developed. Having the option to provide paid experiences, it could also present an opportunity to foster entrepreneurs. Equity and innovation could thrive by bringing in people who would not normally have access to resources required to start a traditional tourism business.

We have mentioned only a few cases to spark interest. This report provides significant details to learn and start identifying ways to improve and expand these laudable initiatives in other places. These cases are compelling examples of how much can be done right now to blunt the damage from travel and to dial up tourism's massive potential for good.

ECONOMIC EQUITY
Case Studies

CASE STUDY

Youth and community empowerment through tourism (Rwanda)

Image credit: CC-JOBS INGO Rwanda

TYPE OF EQUITY	Economic, cultural
CASE STUDY	CC Jobs and Red Rocks Intercultural Exchange Centre
LOCATION	Rwanda
MECHANISM	· Community enterprises · Skills development and capacity building · Business incubation · Tourism product development · Volunteering initiatives
CASE DESCRIPTION	Since 2021, two Rwandan NGOs, CC-JOBS and Red Rocks, have collaborated to foster community-based tourism through student exchange and community development programmes. Founded in 2018, CC-JOBS' team of 11 focuses on empowering youth and underrepresented communities in Rwanda, particularly in Kigali's slum areas. The organisation provides training and sponsorship in the hospitality and culinary arts sectors. Headquartered in Kigali, CC-JOBS is expanding its reach to the Musanze area, where its partner NGO, Red Rocks, is located. Red Rocks operates with 57 employees across different locations. Its primary goals include improving the quality of life for local people, especially the empowerment of women, through sustainable tourism, arts, culture, and education as well as environmental conservation. CC-JOBS runs four main programs, with the Student Exchange Programme being a key initiative. Other significant programs include the Youth Development Sponsorship and Community Development Programmes, which focus on community-based tourism activities in Kayonza and Musanze in partnership with Red Rocks. Additionally, the organisation operates a learning restaurant called the Community Created Canteen.

CASE DESCRIPTION	The Student Exchange Programme attracts students from Europe and the USA who come to Rwanda to conduct research and internships aimed at enhancing the impact of the youth training programmes. This initiative connects students with tourism activities, offering them an opportunity to explore Rwanda while contributing to the local community.
	Within the Youth Development Sponsorship Programme, participants receive training in the mornings in English, communication, career guidance, counselling, entrepreneurship, and capacity building, with culinary training in the afternoons. The NGO provides transportation and meals to ensure participants have the energy and focus needed for their studies.
	CC-JOBS hosts around six international interns every six months, along with 2-3 local team members, creating a team of approximately 15-16 people working daily on various programmes. Ongoing research activities are conducted by local coaches and trainers in collaboration with international and local students, covering topics such as communication, finance, management, sustainability, and the circular economy.
	Red Rocks' home-stay experiences offer tourists the chance to stay with local families, who receive training in hospitality while preserving their narratives and traditions. This initiative has empowered families to pay school fees, send children to university, purchase livestock, and renovate their homes.
	Red Rocks also organises art exhibitions for local artists near the Volcanoes National Park, providing **a platform** for artistic expression while **exposing the community to the benefits of cultural engagement**. Alongside these exhibitions, Red Rocks regularly hosts talent shows and offers training in entrepreneurship, communication, and self-confidence.
STAKEHOLDERS	NGOs, local communities in different areas, local government
ROLE OF THE DMO	Visit Rwanda promotes Red Rocks as a key tourist attraction in the visitor information on its website
EQUITABLE OUTCOME	**Economic equity outcomes:** The homestay experiences have created **more opportunities for local entrepreneurs/start-ups to enter the tourism sector**.
	Cultural equity outcomes: The focus on capacity building for young people and women in particular means that **under-represented segments of society are included/better represented in the destination offer.** The authentic cultural exchange provided by the homestay programme results in **heightened respect and appreciation of local community groups by tourists.**

SUCCESS FACTORS

Both CC-JOBS and Red Rocks have achieved success by **focusing on leveraging community strengths**, creating jobs, and empowering marginalised groups including young people, women, those without access to education, and the elderly.

A key factor in Red Rocks' success is its **ability to integrate local culture** into its programmes, and **demonstrating how local culture can be a valuable asset**. For example, tourists are offered experiences like visiting local water sources or participating in farming activities with community members, which helps to deepen the connection between visitors and the local population.

The **collaborative approach** adopted by CC-JOBS involves international and local students in research on essential topics, helping to continuously improve and expand the organisation's impact and ensuring programmes stay relevant and effective. **Regular meetings and interviews with community members** ensure that CC-JOBS remains aligned with the needs and aspirations of the people it serves.

CHALLENGES

Sociocultural exchange, cross-cultural understanding, communication with tourists and within the different stakeholders in the community.

EVIDENCE

The impact of Red Rocks' initiatives is significant, with 57 staff members supporting their wider families. Over the past four years, CC-JOBS has also made a significant impact, directly benefiting 100 young people through its programmes. Among these, 75 have successfully graduated in Kigali. The organisation is currently expanding its reach, working with an additional 10 to 15 young people in the Musanze region and 10 to 15 more in Kayanza Rukara through tourism activities arranged by international students. CC-JOBS continues to focus on strengthening wider community engagement while also observing positive impacts on individual participants.

At least 50% of the participants, upon completing their internships in the hospitality sector, are offered opportunities for continued learning at the same hotels or secure paid positions in the industry, enabling them to achieve self-sustainability.

Additionally, CC-JOBS has initiated pilot projects aimed at deepening community involvement, with ongoing monitoring and impact analysis. These projects have helped shift the community's perception of tourists.

REPLICABILITY

Current initiatives have been replicated in partnership with Red Rocks, located in the northern part of Rwanda. A partnership is now established with Urubuto Foundation in Kayonza, in the eastern part of the country, demonstrating that others are inspired by the programme's success and resulting in an ongoing expansion programme.

"We're now being asked to expand our ideas and our model to other parts of the country, which is really demonstrating that there is a successful tool behind what we are doing."

(Greg Bakunzi, Founder and General Manager of Red Rocks Rwanda)

Source of information:
· *Interviews with:*
   · *Marijn van Rossum, General Manager and co-founder of CC Jobs, Kigali, Rwanda*
   · *Abdul Munyaneza, Project Coordinator at CC Jobs, Rwanda*
   · *Greg Bakunzi, Founder and General Manager of Red Rocks Rwanda*
· *Home (cc-jobs.org)*
· *Welcome to Red Rocks Rwanda | Red Rocks Intercultural Exchange Center*
· *https://www.visitrwanda.com/wp-content/uploads/2020/07/Rwanda_Key_Tourist_Attractions.pdf*

Supporting economic growth for women through tourism, skills, and microfinancing (Uganda)

TYPE OF EQUITY	Economic, cultural, environmental
CASE STUDY	Ride 4 a Woman
LOCATION	Uganda
MECHANISM	Business incubation, microfinancing and skills-development to support social and economic development
CASE DESCRIPTION	Ride 4 a Woman is a rural women's collective tourism enterprise in Kanungu District, Uganda. Founded in 2009, the organisation offers a variety of support mechanisms to help local women build a better future, leveraging on the benefits tourism can generate for local communities. The centre offers several activities focused on local arts and handicrafts, a shop with locally-made products, as well as accommodation facilities. Besides teaching women new skills such as basket weaving or sewing, which they can later use for work opportunities, the organisation offers a microfinancing scheme to help women implement their business ideas. The application process has multiple steps, through which candidates need to demonstrate dedication, commitment and a viable business idea, before the loan is granted. The scheme is recognised and approved by the government. Ride 4 a Woman also has a volunteer programme in which candidates who can help equip local community members with useful knowledge and skills. The organisation also offers a child sponsorship scheme through which donations can be made to cover school fees, enabling women to focus on their personal and professional development. Currently all donations and support come from private donors.
STAKEHOLDERS	· Uganda Wildlife Authority – a semi-autonomous Ugandan government agency · Uganda Tourism Board · Local travel agents and tourism-related enterprises · Local community members active in the tourism enterprise
ROLE OF THE DMO	The Ugandan Tourism Board and other local travel agents support the initiative via marketing and promotion, as well as generating visitor demand for the services and experiences offered. By supporting revenue generation, they contribute to the broader aim of Ride 4 a Woman in the domains of business incubation, skills development and overall social transformation.

EQUITABLE OUTCOME

Economic equity outcomes: The tourism enterprise aims to foster **a more diverse and skilled workforce in the tourism sector and its supply chain**. It actively promotes the inclusion of women in the community, offering them opportunities to gain new skills, develop and implement business ideas, or find employment. Additionally, the revenue generated from tourism activities and lodging is reinvested into the community centre, further supporting local development and skill enhancement initiatives.

Cultural equity outcomes: The tourism initiative seeks to **strengthen cultural identity and foster a sense of community by ensuring that underrepresented segments of society are better represented in the destination's offerings and marketing**. It emphasises the **meaningful representation of cultural heritage, grounded in local values and perspectives**, and aims to **increase awareness and understanding of diverse ethnic cultures, values, narratives, and traditions**. This imitative **enhances civic pride and belonging** and provides a safe space for community members, particularly women who have been victims of domestic violence, to receive social and mental support. Here, they can share their stories, receive counselling, and find hope and empowerment, contributing to a stronger and more unified community.

Environmental equity outcomes: Increased and more widespread support of climate adaptation for all community groups: for example, 40 families have been provided with solar panels to support sustainable energy production in their homes.

Increased and more widespread support for a healthier living environment for all community groups: The Safe Water project was launched in 2015, providing safe drinking water in the community and reducing water-borne diseases. I**ncreasing environmental awareness** by showing good practices supports better waste management, whilst abandoning the use of plastic further contributes to a healthier living environment across the community.

SUCCESS FACTORS

Persistence, dedication, commitment: Introducing the locals to initiatives and ideas not familiar to them, and gaining their trust takes time. However, once trust is formed, new members are drawn to the initiative.

Transparency: Given the large amount of donations and the revenue generated from the activities, transparency in the use of these resources is vital and generates community support for further action.

Freedom to act according to the best interest of the community is crucial. Decisions on how to best use the donations and financial resources are made locally, responding to the most urgent matters.

Stakeholder collaboration is one of the main success factors. Without the support of the wider tourism sector in generating demand and interest, Ride 4 a Woman would not be able to operate.

CHALLENGES

Resistance: Initial resistance from the community to new ideas and development.

Potential abuse: The success of the initiative can generate unwanted attention to women who have achieved success, leading to potential abuse and exploitation by other community members.

Revenue streams: Finding suitable employment for the women who gained new skills or have developed business ideas, ensuring continuous revenue streams is a major challenge.

Knowledge transfer: Members of the community centre constantly change. Transferring knowledge, skills, experience from old members to new ones is vital to maintain operations.

Capacity management: The capacity of the community centre is limited, therefore accepting new members need to be considered carefully in order to ensure proper integration and the maintenance of shared values.

EVIDENCE

Currently around 200 women make use of, or work at the facilities of the community centre, over 100 women have received microfinance and more than 40 children have received sponsorship through the programme.

Women are followed throughout their journey. Their progress is monitored and support is provided should they encounter challenges. Currently no information is available from community surveys, however it is an ambition to gather ideas from community members on how to improve the programme further and to co-create new ideas.

REPLICABILITY

The intervention is suitable for destinations wanting to support social development through community-based initiatives. Given that it is a complex model, and consists of many interventions, it is recommended to start small and scale-up over time. It is important to recognise that the various activities support the existence of diverse revenue streams leading to a circular model.

Source of information:
· *Interview with Evelyn Habasa – Founder, Ride 4 a Woman*
· *https://www.ride4awoman.org/*

CASE STUDY

Creating Opportunities for Food Entrepreneurs through Business Incubation and Skills Development (South Africa)

TYPE OF EQUITY	Economic and cultural
CASE STUDY	Makers Landing
LOCATION	Cape Town, South Africa
MECHANISM	· Community enterprises · Skills development and capacity building, business incubation
CASE DESCRIPTION	Makers Landing is a renovated coal warehouse at the V&A Waterfront adjacent to Cape Town's cruise terminal, where visitors can enjoy live music, cooking demonstrations, and culinary events while supporting local job creation and skills development. *"The V&A discovered the need for a space that uplifts and celebrates local young food entrepreneurs by breaking down the barriers to entry within the local food industry; a space that builds a community around food as a passion point and cultural connector; a space where authentic South African food and its diversity is shared and celebrated."* (Bongani Khuzwayo, Assistant Manager: Enterprise Development) Makers Landing's food hub and kitchen incubator champions small business development and skills sharing between food experts and budding entrepreneurs. Makers Landing consists of a Commercial Kitchen Space, various maker spaces, eateries, and a demo kitchen. Central to Makers Landing is the **Kitchen Incubator Programme**, a business development programme aimed at empowering food entrepreneurs to take control and develop their businesses increasing their chances of success in the highly competitive food industry. The programme aims to identify, support, and nurture food businesses, and enable them to develop and grow sustainably, it achieves this through a dynamic selection process, a bespoke business skills training, mentorship & technical support, and access to market interventions.

CASE DESCRIPTION	**Early-stage entrepreneurs are provided with a safe space to test and refine their ideas, learning practical, financial, and regulatory aspects of running a business.** The facility's shared commercial kitchen and eatery can be hired at an affordable rate as and when needed, significantly reducing the financial burden and risks associated with starting a food business. This platform is particularly beneficial for those from disadvantaged communities or rural areas not usually visited by tourists, providing them with new ways to benefit from tourism.

The programme has three phases:

- **Pre-Incubation Phase (3 months):** Entrepreneurs undergo a business diagnostics assessment, define their business purpose, develop a growth strategy, and create an action plan supported by baseline assessments, development maps, and product development support.
- **Incubation Phase (5 months):** The incubation phase offers a tailored business development programme to prepare entrepreneurs to run sustainable food businesses and scale their operations. This includes skills training, mentorship, market and funding readiness, technical assistance, and regular business health checks.
- **Growth Phase (4 months):** The growth phase focuses on marketing exposure, growth opportunities, and sustainable business management, providing market access support, funding, masterclasses, networking events, and continued mentorship to help businesses reach their full potential.

STAKEHOLDERS	Makers Landing was developed through a partnership between the V&A Waterfront and National Treasury's Jobs Fund, which contributed R63 million (approximately USD 3.5 million) to fund one-third of the initial investment and part of the incubator project. The V&A Waterfront now covers operational costs in perpetuity. Stellenbosch University's Launch Lab and industry experts co-developed the incubator programme.
ROLE OF THE DMO	Cape Town Tourism plays a crucial role in promoting Makers Landing as part of the city's broader tourism strategy. By integrating Makers Landing into its marketing efforts, the DMO enhances visibility and attracts visitors to this innovative hub.

EQUITABLE OUTCOME

Economic equity outcomes: Makers Landing uses tourism and food experiences to create opportunities and share benefits more equitably, especially with underrepresented and disadvantaged communities – leading to greater **diversity of residents employed in the tourism sector and its supply chain**. By providing new entrepreneurs with a low-risk environment to build their businesses and acquire essential skills, the initiative creates **more opportunities for local entrepreneurs/ start-ups to enter the tourism sector** and enables **more locally-owned businesses to receive income from tourism-related activities**. Being located at Makers Landing strengthens their position when it comes to demonstrating compliance with regulations around food safety, for example – by providing the enterprises with **access to innovation and new technologies**. Access to the visitor market allows businesses to refine their offerings and establish support networks before becoming independent. Fair market conditions are created, since food producers, like fishermen, can sell their produce at a volume and price unattainable where they live, enabling them to scale their operations and generating income and jobs, including for suppliers in their own communities – **which improves competitiveness of local entrepreneurs within the tourism sector**.

Cultural equity outcomes: Additionally, visitors can try new foods in the trusted environment of the V&A Waterfront, potentially encouraging them to explore the dishes' origins, further spreading tourism benefits to those places and **increasing awareness and understanding of different ethnic cultures, values, narratives and traditions** as well as **including under-represented segments of society** in the destination offer.

"It's about those who didn't have the chance yesterday, to give them a chance for tomorrow."

(Allister Esau, Food Lead and Curator, V&A Waterfront)

SUCCESS FACTORS

Public-Private Collaboration: The partnership between V&A Waterfront and the National Treasury's Jobs Fund was pivotal in securing resources and support.

Expert Partnerships: Collaborations with Stellenbosch University's Launch Lab and industry experts ensured a comprehensive incubator programme tailored to the needs of fledgling food businesses.

Tourism Market Access: The businesses located at Makers Landing benefit from it being an integral part of the popular and vibrant V&A Waterfront, which attracts 24 million tourists annually. Cape Town Tourism›s marketing efforts also provide significant exposure.

"Everybody has something that's unique. You may make something simple that your grandparents taught you years ago. But if you bring that simple cultural meal to a place like Makers Landing, you give an opportunity to many others to experience it."

(Allister Esau, Food Lead, V&A Waterfront)

CHALLENGES

COVID-19 Pandemic: Lockdowns and restrictions impacted business operations, necessitating resilience and adaptation among entrepreneurs.

Maintaining Business Independence: The pandemic led to a reactive mindset among some entrepreneurs, highlighting the need to reignite their proactive approach.

EVIDENCE

Since Makers Landing opened in December 2020, at the height of the impacts COVID-19 was having on small businesses:

- 93 permanent new jobs, 65 new short term full time jobs and 28 temporary seasonal jobs have been created
- 76% of businesses at Maker's Landing are owned by previously disadvantaged individuals
- 57% of businesses are owned by women
- Four successful incubator programmes have been completed since Makers Landing opened in 2020, each supporting 8 to 15 businesses through various development phases.
- 22 MSMs have graduated from the Makers Landing Kitchen Incubator Programme
- 20 interns have completed the Makers Landing Internship Programme with a 100% employment rate

REPLICABILITY

The Makers Landing model has significant potential for replication. Key success elements, such as the phased incubator programme, public-private partnerships, and the emphasis on celebrating cultural and culinary diversity, can be adapted to different contexts. By providing a supportive environment and helping small entrepreneurs overcome market access barriers, similar initiatives can foster entrepreneurship and economic growth in various communities. Leveraging local resources and tailoring programmes to meet specific community needs, the Makers Landing approach can serve as a blueprint for creating equitable economic opportunities through tourism and food industry development in other locations.

Source of information:
- *Interview with Allister Esau, Food Lead and Curator, V&A Waterfront*
- *https://www.makerslanding.co.za*
- *www.waterfront.co.za*

CASE STUDY

Celebrating Community Life and Heritage through Sustainable Tourism and Local Innovation (Thailand)

TYPE OF EQUITY	Economic, cultural, environmental
CASE STUDY	Nong San Community-Based Tourism
LOCATION	Thailand
MECHANISM	Business incubation to enhance the distribution of benefits from tourism
CASE DESCRIPTION	The project is an initiative of UNDP Accelerator Lab Thailand, a global learning network focusing on sustainable development and grassroots innovation. Tourism being the engine of the Thai economy, community-based tourism initiatives play an important role in driving social innovation and fostering sustainable tourism.

The Nong San Community-Based Tourism (CBT) initiative consisted of two rounds of development:

1. Gaining an understanding of the local context, visioning and identifying elements that could serve as the basis for tourism product development: for example, indigo dye, organic agriculture and handmade textiles.
2. The tourism offers being in place, the second round focused on advancing in terms of sustainable practices and circularity (e.g.: the use of leftover yarns and textiles) and scaling up to ensure that more members of the community benefit. Community members were trained in social media marketing to help them promote their products and services. The second round proved to be impactful in terms of going beyond tourism product development and thinking about how to ensure the long-term prosperity of the community from a social and environmental perspective.

"The core of community-based tourism is that we're not trying to create something alien, something new that doesn't exist in the community, but really try to understand the capitals that exist within that local context."

(Pattamon Rungchavalnont - Head of Solutions Mapping, UNDP Accelerator Lab Thailand)

STAKEHOLDERS	UNDP Accelerator Lab Thailand provided financial resources used to engage with Local Alike, a social enterprise focusing on CBT, and to support pilot initiatives in the local community. In addition, in-kind contribution was provided in the form of know-how, skills, expertise and networking. The initiative was also supported by Areas for Sustainable Tourism Administration (DASTA) as well as representatives from local government and the private sector.

"It was really impactful that we were there to initiate a discussion on sustainability and introduce social innovation processes. And once the initiation is there, the community was really keen to take it forward."

(Pattamon Rungchavalnont - Head of Solutions Mapping, UNDP Accelerator Lab Thailand)

"Having a social enterprise that works on this and came to join the mission with us, that was really impactful and helped close many gaps, especially the access to market."

(Pattamon Rungchavalnont - Head of Solutions Mapping, UNDP Accelerator Lab Thailand)

ROLE OF THE DMO

The Areas for Sustainable Tourism Administration (DASTA), one of the governmental agencies that promote sustainable tourism in Thailand, helped connect Nong San CBT with the wider CBT ecosystem.

EQUITABLE OUTCOME

Economic equity outcomes: This initiative has **empowered the local community to become more self-sufficient**, contributing to sustainable economic growth and enhanced well-being for the residents. It also supported the efforts to ensure **greater diversity in the tourism sector's workforce and supply chain.**

Cultural equity outcomes: This initiative fostered social cohesion by **meaningfully representing cultural heritage rooted in local values and perspectives. It enhanced awareness and understanding of diverse ethnic cultures, values, narratives, and traditions**, thereby **strengthening the community's cultural identity and sense of belonging**. By addressing deep-rooted inequalities, such as gender inequality—evidenced by the active role women play in managing Nong San CBT—the initiative promoted a more inclusive society.

Additionally, the Nong San CBT helped to bridge generational gaps by creating opportunities for different generations to collaborate towards common goals, improving inter-generational relationships. By shaping the narrative around the destination, particularly in security-sensitive areas, the initiative has the potential to **positively influence perceptions, further strengthening the community's identity and pride.**

''The older generation, they might have social and cultural resources, storytelling, history. But when it comes to marketing communication, it's usually the new generation that takes lead on this. So it's a space that creates interaction between different generations.''

(Pattamon Rungchavalnont - Head of Solutions Mapping, UNDP Accelerator Lab Thailand)

Environmental equity outcomes: The integration of sustainability practices into tourism development has led to **increased and more widespread support for a healthier living environment for all community groups.** This approach has not only enhanced the community's environmental practices but also bolstered conservation efforts, resulting in a more sustainable and eco-friendly community.

SUCCESS FACTORS

Motivation and commitment of the local community: In many cases, CBT generates secondary income, requiring community members to be willing to balance their efforts invested in generating different income streams.

Understanding the local context: Tourism development in the Nong San community was based on local value proposition and capital (cultural, social, natural, and so on).

Understanding demand: To develop a business case, understanding visitor needs and wants is crucial. Target customers can be mapped out by, for instance, creating visitor personas.

Tourism development: that maintains balance, protects local capital, and complies with sustainability standards while also matching the visitors' needs.

Stakeholder engagement: Implementing CBT projects with multi-stakeholder collaboration can increase the chance of success. Engaging with the private sector and government authorities can help share resources, knowledge, insights and expertise.

Local community as the key decision maker: Participatory decision-making is key when it comes to identifying, prioritising, and addressing key challenges that affect everyday life. Empowering the local community by delegating leadership and decision-making capacity can support collaboration efforts and enhance outcomes.

Mentoring and facilitation: While UNDP Accelerator Lab acted as a facilitator, solutions need to come from the local community, leading to a sense of ownership. This approach motivates the community to continue with the initiative on their own after the incubation phase.

"Our role when we go in, we serve as facilitator of the process, the solutions need to come from the local stakeholders themselves."

(Pattamon Rungchavalnont, Head of Solutions Mapping, UNDP Accelerator Lab Thailand)

CHALLENGES

Trust: Developing trust with the local community can take time.

Recognition of local assets: Local communities don't automatically recognise components of local life and everyday practices that could be utilised as assets for tourism development. It takes time to co-create a vision and understanding.

Perception: Inclusive tourism is about more than just providing necessary infrastructure, but this aspect is not often recognised, creating a barrier. Mindset, attitude and service skills are just as important, and often easier to stimulate and develop even with a limited budget.

Touristification and commercialisation: Maintaining a healthy balance between the economic benefits generated by tourism and local livelihood and quality of life in the broader sense, avoiding over-commercialisation of local culture and the adaptation of the place primarily for tourist activity, is a challenge.

EVIDENCE   Community-based initiatives allow for greater flexibility in income flows. In case of Nong San, the majority of the community members work in and rely on agriculture. Tourism provides additional revenue streams, throughout the year. Besides creating a viable community-based tourism model, the initiative managed to reduce waste (leftover from yarn spinning) and generate added value such as 30 kilograms of fabric scraps can be used for weaving up to 39 meters, enough for 15 shirts. Scraps are also turned into drawing paper, creating further value for the community.

REPLICABILITY   While various social innovation programmes, such as Nong San, have been initiated and supported by UNDP, other local development agencies and state institutions provide support. Local private sector operators with a social responsibility agenda can also play a key role in bringing these initiatives to life while support from knowledge institutions (e.g. universities) can be valuable.

Source of information:

· *Interview with Pattamon Rungchavalnont - Head of Solutions Mapping, UNDP Accelerator Lab Thailand*
· *Community-Based Tourism: Empowering Local Champions for Sustainable Tourism in Thailand. (n.d.). UNDP. Retrieved 3 June 2024, from*
  https://www.undp.org/thailand/blog/community-based-tourism-empowering-local-champions-sustainable-tourism-thailand
· *The World of Indigo and The Sustainable Development of Pornpimon 'Mew' Mingmitmee. (n.d.). UNDP. Retrieved 3 June 2024, from*
  https://www.undp.org/thailand/blog/miew-craft-product

Promoting Regeneration through a Sustainable Tourism Tax (Spain)

TYPE OF EQUITY	Economic, environmental, spatial, cultural
CASE STUDY	Sustainable Tourism Tax
LOCATION	Balearic Islands, Spain
MECHANISM	Tax revenue spent on regenerative agendas
CASE DESCRIPTION	The Balearic Islands Tourist Strategy Agency was established in 2016, in which the sustainable tourism tax on tourist stays was also launched. This purpose-based tax applies to stays, for days or fractions of days, with or without an overnight stay in all kinds of tourism accommodation (including hotels, self-catering properties, apartments and holiday homes, rural and agrotourism accommodation, shelters and refuges, hostels, lodgings, guest houses, inns, campsites) and tourist cruise ships when they dock at a Balearic Islands port.

The proceeds from the sustainable tourism tax are collected in the Promotion of Sustainable Tourism Fund. The fund enables compensation of the territorial and environmental impacts of tourism on the islands of Mallorca, Menorca, Ibiza and Formentera. The tax rate varies by type of accommodation establishment and by season (€1-4/day in high season, €0.25-1/day in low season). The financial resources are used to fund projects in seven strategic areas:

1. Environment e.g.: protection and restoration of native flora and fauna, protected area developments.
2. Sustainable tourism e.g.: product development: low-impact tourism such as cycling or walking, promotion of the low-season.
3. Cultural heritage: maintenance and restoration of built heritage, preservation of intangible heritage.
4. Training and employment e.g.: improving labour conditions, offering training and skills development programmes.
5. Scientific research e.g.: scientific projects focusing on e.g.: climate adaptation, energy transition.
6. Social housing e.g.: public rental housing programmes to alleviate the negative impacts of tourism on housing prices.
7. Sustainable mobility e.g.: deployment of charging infrastructure for electric vehicles.

STAKEHOLDERS	The Commission for the Promotion of Sustainable Tourism of the Balearic Islands is a multi-stakeholder collaboration including representatives of national and local governments, business associations, trade unions and others.
ROLE OF THE DMO	The Balearic Islands Agency for Tourism (AETIB) is responsible for the tourism strategy of the Balearic Islands as well as the collection, management and allocation of funds generated from the sustainable tourism tax. AETIB is a public agency of the Regional Ministry of Tourism of the Government of the Balearic Islands.

EQUITABLE OUTCOME

Economic equity outcomes: The initiative advances sustainable tourism by **developing low-impact products** like cycling and walking tours and promoting the low season to spread visitor impact more evenly. It enhances the tourism sector by **improving labour conditions, offering training and skills development programs, and creating more opportunities for local entrepreneurs and start-ups to enter and compete in the market. By fostering innovation and access to new technologies**, the tax is used to **boost the competitiveness of local enterprises** and cultivates a **more diverse and skilled workforce**. Additionally, it **contributes to the public purse** through increased tax revenues, supporting the protection and maintenance of community assets and resources.

Environmental equity outcomes: The Sustainable Tourism Tax promotes a **fair contribution to the conservation and maintenance of common natural resources**, with a focus on protecting and restoring native flora and fauna and developing protected areas. It has garnered **increased and more widespread support for climate adaptation efforts** and the creation of a **healthier living environment for all community groups.** Additionally, the initiative encourages scientific research focusing on climate adaptation and energy transition as well as sustainable mobility through the deployment of charging infrastructure for electric vehicles, contributing to a more inclusive and environmentally-friendly community.

Spatial equity outcomes: The initiative focuses on **protecting and increasing the availability and access to essential public and shared assets**, including infrastructure, public spaces, and built historical or cultural sites. It also **enhances access to leisure and other facilities.**

Cultural equity outcomes: The Sustainable Tourism Tax is used to fund **the maintenance and restoration of built heritag**e and the preservation of intangible cultural heritage. Furthermore, it is used to address the social impacts of tourism. The initiative supports public rental housing programs aimed at alleviating the negative effects on housing prices.

SUCCESS FACTORS

Stakeholder collaboration: Efficient vertical, horizontal and cross-sectoral cooperation amongst relevant stakeholders is key when it comes to decisions on the distribution of the funds generated and the implementation of the projects.

Public consultation is crucial to create awareness, gain buy-in and foster legitimacy and transparency.

Transparency and accountability: The Commission for the Promotion of Sustainable Tourism of the Balearic Islands is responsible for the selection of projects while fulfilling several criterion such as a territorial balance in the distribution of tax revenue. Maximum transparency is ensured by sharing data and information on successful tender applications on the Balearic Islands Tourist Strategy Agency's dedicated website, including a project description, territory, organisation submitting the project, tenderer entity, the total project amount, the amount awarded and executed, planned implementation timeline, execution status.

EVIDENCE

The Balearic Islands Tourist Strategy Agency website provides an overview of the funds raised and the projects they have been spent on. To date, €262 million euros have been raised with 167 projects implemented (including 63 in Mallorca, 23 in Minorca, 13 in Ibiza, 5 in Formentera). €110 million were spent on environmental projects, €44 million on sustainable tourism initiatives, €8 million on the preservation and/or maintenance of cultural heritage, €28 million euros used for scientific research, €21 million euros on optimising training and employment in the sector, and €52 million spent on improving social housing projects.

REPLICABILITY

While recently more and more destinations have dedicated tourism tax revenue to regenerative purposes, earmarking may not always be possible as it depends on the country's tax regime. In such cases various forms of revenue sharing models could provide an alternative.

Additionally, considering the recent protests in the Balearic Islands against over tourism and its numerous negative impacts on liveability, it is crucial to mention that earmarking tourism tax, alone, will not reduce tension and negative impacts such as pressure on the housing stock, infrastructure, environmental resources etc. A more strategic and holistic approach is needed.
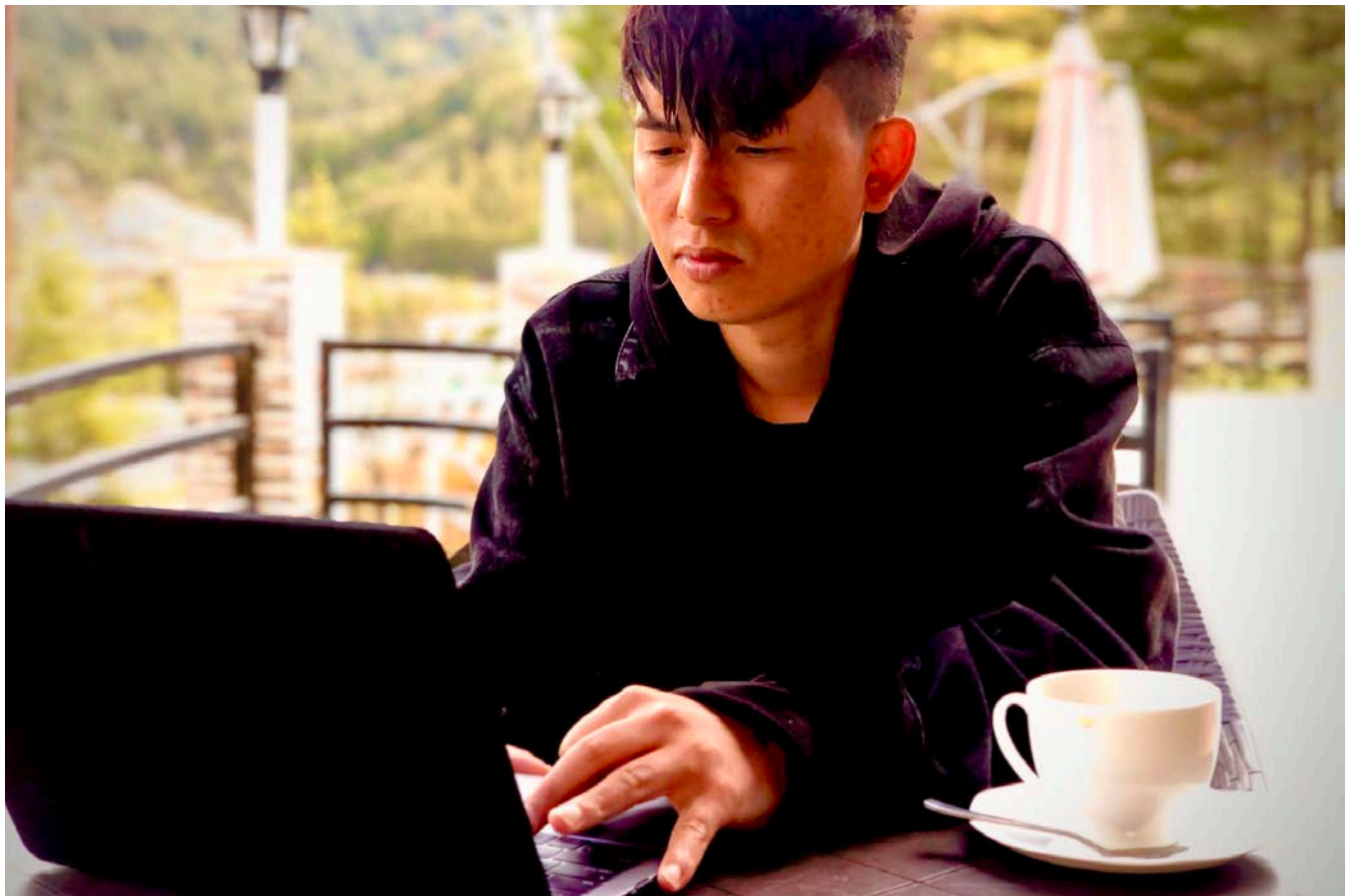
Source of information:
- *https://illessostenibles.travel/en/home-en*
- *GroupNao. (2020). Tourism taxes by design. White paper: Destination funding and the impact of tourism taxes on European cities and urban communities.*

Supporting Sustainable Development through Visitor Fees (Bhutan)

TYPE OF EQUITY	Economic
CASE STUDY	Bhutan's Sustainable Development Fee
LOCATION	Kingdom of Bhutan
MECHANISM	Earmarking tax

CASE DESCRIPTION

As a small country with a low population, a distinctive culture and pristine natural landscapes, Bhutan's approach prioritises high-value, low-volume tourism. One of the mechanisms created to achieve this is its **Sustainable Development Fee (SDF)**. Established since Bhutan opened its doors to international tourists in 1974, the SDF is designed to ensure that the benefits of tourism reach the local population, preserve the country's cultural and environmental heritage for future generations and maintain tourism development at an appropriate scale and type.

Visitors to Bhutan are charged a daily fee which goes into the SDF. This can be paid through various channels, including the Department of Immigration's website, through a tour operator or directly to a provider such as a hotel. The daily rate is now set at $100 for adults and $50 for children, with under the age of six free of charge. There is also a reduced rate for visitors from neighbouring India; and the fee can also be suspended at certain times for certain markets (e.g. 'Friendship Week') to help attract visitors from a particular region.

The SDF revenue is channelled into various initiatives that benefit Bhutanese society as a whole. One significant aspect is the funding of essential services such as free education for all Bhutanese citizens, alongside free healthcare with medical assistance also available to foreign visitors who may become unwell during their stay. Additionally, the fee supports infrastructure development projects, including road upgrades and cultural preservation efforts such as maintaining temples and fortresses.

Representatives from different districts act as intermediaries between the Bhutanese Government Department of Tourism and their community to advocate for local needs. The SDF contributes to upskilling and training programmes for Bhutanese young people, creating sustainable employment opportunities within the tourism sector. It also funds ecotourism projects and provides loans, grants and training for guides and local communities involved in tourism activities such as homestay providers. This helps invest in and enhance the quality and authenticity of the visitor experience whilst also increasing the flow of tourism revenue to local communities.

The SDF means that there is no need to secure other funds for tourism – the money raised from travellers is enough. A portion of the revenue also supports government salaries, highlighting the integral role of tourism in sustaining the country's economy.

"If the environment here wasn't protected like it is, and if the culture had been eroded from years of mass tourism, then nobody would come here because, it's not going to be unique anymore. So it's effectively just protecting what makes people come here in the first place."

(Carissa Nimah, Chief Marketing Officer, Bhutan Department of Tourism)

STAKEHOLDERS	· Bhutan Government – Department of Tourism · Tour operators and tourism suppliers · Community representatives · Environmental conservation organisations · Cultural preservation groups *"Everyone is involved in equitable tourism in Bhutan."* (Jigme Dorji, owner of tour operator Lucky Dragon Travels)
ROLE OF THE DMO	The central Bhutanese Government oversees the implementation and distribution of the SDF. Funding from the SDF is provided to the Department of Tourism and allocated to various tourism-related projects such as marketing and promotion, infrastructure development, waste management and standards and compliance.
EQUITABLE OUTCOME	**Economic equity outcomes:** The SDF provides an **increased contribution to the public purse**. This ensures that income from tourists is used to fund equitable access to benefits for Bhutanese citizens through investments in essential services such as healthcare and education as well as by channelling funds into community development projects, conservation efforts and cultural heritage preservation. **More locally-owned businesses receive income from tourism-related activities** and there are **more opportunities for local entrepreneurs to enter the tourism sector** through training programmes and improved infrastructure, while tourists experience authentic cultural experiences.
SUCCESS FACTORS	· A clear strategy with a widely shared vision for tourism · Collaboration and clear communication between government and stakeholders · Active involvement of local communities · Transparent fund allocation · Regular reporting and accountability measures · Investments in essential services and infrastructure · Flexibility in fee structures
CHALLENGES	· Getting the fee right – it was originally raised (upon re-opening after the COVID pandemic) from $65 to $200 per person per night but the change was felt to be too big and too sudden, which led to initial disruptions in tourist arrivals and industry operations. · Balancing tourism growth with environmental sustainability · Managing stakeholder expectations and concerns about the fee's impact on tourism competitiveness and livelihood opportunities · Adapting to changing market dynamics · Ensuring effective communication and stakeholder engagement · Balancing tourism growth with environmental conservation · Addressing infrastructure challenges in remote areas

EVIDENCE

The Bhutanese government publishes regular reports detailing how SDF revenue is used, with detailed data in its five-year tourism plans as well as media coverage. This provides evidence of transparent fund allocation and positive outcomes for local communities. This accountability not only ensures effective resource allocation but also helps tourists appreciate the tangible benefits of their contribution to Bhutan's wellbeing. In 2023, revenue from the SDF totalled around USD 26 million.

"It's a pay it forward concept. By coming to Bhutan and making sure that Bhutan is not only flourishing, but also that future guests who come here get an even better experience because that money is being used to upgrade."

(Carissa Nimah, Chief Marketing Officer, Bhutan Department of Tourism)

REPLICABILITY

The Bhutanese model of sustainable tourism development offers valuable lessons for other destinations seeking to implement similar practices. By collecting fees at the point of visa issue, creating flexible and adaptive fee structures, engaging with communities to understand grassroots needs and maintaining transparency in fund allocation, countries can effectively manage visitor inflows while generating revenue for community development and environmental conservation.

Source of information:
- *Interviews with:*
  - *Jigme Dorji, owner of tour operator Lucky Dragon Travels*
  - *Carissa Nimah, Chief Marketing Officer, Bhutan Department of Tourism*
- *https://bhutan.travel/journal/editorial/bhutan-s-sustainable-development-fee*

Indigenous Stewardship and Tourism Entrepreneurship: The Tribal Parks Allies Initiative (Canada)

TYPE OF EQUITY	Economic, environmental
CASE STUDY	Tribal Parks Allies
LOCATION	Tofino, Vancouver Island, Canada
MECHANISM	Community enterprises
	Revenue-sharing model

CASE DESCRIPTION

Vancouver Island's west coast is part of the traditional and so-called unceded territory of the Tla-o-qui-aht First Nation. This indigenous community has never legally signed away their lands to Canada, meaning that the Canadian government acknowledges the First Nation's ownership of and right to the lands. In the 1980s, the indigenous people successfully prevented further logging licences and as a result, the area has retained one of the largest intact tracts of old growth rainforest in the world.

Today, the whole of the Tla-o-qui-aht First Nation's lands have been declared "tribal parks": protected areas that the indigenous people care for and over which they have claimed their right and title. In the meantime, Tofino has transitioned away from being a logging and fishing town into a tourism town, as a way of earning a living without destroying the environment. The tourism industry consists of 700 businesses, creating 2,670 directly tourism related jobs and an annual spending of $300m by 600,000 visitors.

However, the Tla-o-qui-aht First Nation has never had a meaningful say in how tourism is developed, nor any meaningful benefit from tourism in terms of revenue sharing or opportunities. **In order to change this, the indigenous community came up with the idea of asking local tourism businesses for a voluntary 1% turnover charge, to be invested in the protection of ecosystem services and community development initiatives**.

"It was really the nation trying to figure out how they could get some equity and some benefit from the tourism activity that was taking place in that territory."

(Brad Parsell, Executive Director, Tourism Tofino)

CASE DESCRIPTION	*"We spent such a long time trying to get some kind of financial contribution from the tourism industry. At first, we just tried to get a part of the hotel tax revenues, but that never worked. So we got quite frustrated at some point."* (Saya M. Masso, Tla-o-qui-aht First Nation) *"Tourism is the only industry which has no standard of providing a benefit to Indigenous Nations. Tla-o-qui-aht has had benefits-sharing agreements with logging companies and operators in the fishing industry for decades. Indigenous Peoples have a legally affirmed right to benefit from any use of their territories. We believe that restructuring the tourism industry by placing equity and Indigenous rights at its foundations will strengthen the resurgence of Tla-o-qui-aht language, culture, community wellbeing, and stewardship for abundance. Tla-o-qui-aht Tribal Parks, at the direction of Tla-o-qui-aht elected and hereditary leadership, have developed Tribal Parks Allies as a tool to educate tourism operators about their responsibility to uphold Indigenous rights and to offer a pathway towards more respectful and ethical business practices."* (Tla-o-qui-aht Tribal Parks Report 2023)
STAKEHOLDERS	· Tla-o-qui-aht First Nation · Tourism businesses
ROLE OF THE DMO	The DMO – Tourism Tofino – does not have a primary role in the Tribal Parks Allies initiative. As a Tribal Park Ally, the DMO contributes 1% of their revenue to the First Nation. The DMO also tries to promote the programme to businesses and streamline processes.

EQUITABLE OUTCOME

Environmental equity outcomes: The model delivers **more just distribution and use of environmental resources** and a **fair contribution to the conservation and maintenance of (common) natural resources** by finally providing a way in which the First Nation gets something back from the use of their land, that they have always taken care of. It means the First Nation feels taken more seriously, and is a little step towards a more equitable distribution of tourism's benefits.

Economic equity outcomes: There is **greater diversity of residents employed in better quality jobs** since the model provides a living wage for several guardians who work to preserve the ecosystem services that their lands and waters provide. Examples include monitoring programmes, encouraging respectful use of the area, beach clean-ups and efforts to bring back the salmon. In addition, the revenue has been spent on language and culture programmes for the community. The Tribal Park Allies model also means that the First Nations is less dependent on grants.

"There's not a lot of opportunity for the First Nation. A lot of them tend to leave and go to other places to make money. So I think that having good paying jobs for nation members within the territory, and meaningful work, like restoring environments, is really important. That's the biggest outcome of the programme."

(Brad Parsell, Executive Director, Tourism Tofino)

"These revenues are crucial for the Guardians programme. Grant revenue is both unpredictable and is typically constrained in how it can be used. Ally contributions guarantee the sustainability of Guardian salaries and positions and provide the flexibility required for a responsive and adaptable stewardship programme."

(Tla-o-qui-aht Tribal Parks Report 2023)

SUCCESS FACTORS

A non-indigenous ambassador: A non-indigenous master's student was the driving force behind the initiative who took on the task of knocking on all the businesses' doors.

"It was nice to have a non-indigenous person, young and full of energy, approaching businesses. Whenever they had misconceptions or doubts they would probably be more honest about it to him, than to me. They could just talk them through and then be convinced to become an ally anyway. It's sad, but that's how it works."

(Saya M. Masso, Tla-o-qui-aht First Nation)

The snowball effect: It took a few bigger 'ambassador' businesses, to get others on board.

Transparency, exposure and professionality: All donations are audited by a third-party accountant. The businesses get to see that the money really stays in the region and what it's spent on. An annual open house engages people to help improve the programme. The guardians undergo training to become professionals.

Strong relationship between indigenous stewardship and the tourism product:

"There's a very real connection between indigenous stewardship and the tourism product in Tofino. Everybody comes here for the natural beauty, the forest, the beaches, the ocean. Those things have been stewarded and protected by indigenous people for thousands of years. If this place would have been clear cut in the 80s, we wouldn't have a tourism industry here. It's that simple. So I think there's a really strong connection between the role of indigenous stewardship and the actual thing we market and sell here in Tofino."

(Brad Parsell, Executive Director, Tourism Tofino)

CHALLENGES

It's voluntary: In the first years, the number of allies grew considerably. By now, it has stabilised. The next step would probably be making it mandatory, but moving from bottom-up to top-down is a wholly different story.

It's person-dependent:

"Maybe the programme was pitched to a manager and that manager has left and there's a new manager and they haven't heard the pitch. So it's a constant effort of having to continually talk about it."

(Brad Parsell, Executive Director, Tourism Tofino)

EVIDENCE

Between 2019 and 2023, the Tribal Park Allies have collectively contributed over $700,000 towards stewardship of the lands and waters. Projected revenue for 2024 is nearly $400,000 from 149 allies. In 2022-2023 $150,000 dollars was spent on wages & contracts for guardians, maintenance of the tribal parks fleet and school programmes (Tla-o-qui-aht Tribal Parks Report, 2023).

REPLICABILITY

There are over 600 First Nations in Canada. Although each destination context is different and so there is no one-size-fits-all approach, a voluntary fee could potentially work in other destinations with a considerable tourism volume and a tax regime that does not allow the earmarking of tax revenue.

"It's tricky because there's also overlapping territories and shared territories in certain places, there's a lot going on. But the idea that the tourism industry can financially give back to the nations on whose territory tourism is happening, there's a lot of power and a lot of merit in that idea. It's definitely something that other parts of British Columbia and Canada are looking at emulating."

(Brad Parsell, Executive Director, Tourism Tofino)

Source of information:
- *Interview with Brad Parsell, Executive Director of Tourism Tofino, and Saya Masso, manager of lands and resources at Tla-o-qui-aht First Nation.*
- *Sources for further reading:*
  - *https://tribalparks.com/*
  - *https://tourismtofino.com/*
  - *https://destinationthink.com/blog/tribal-park-allies-a-blueprint-for-ethical-travel-everywhere/*
  - *https://destinationthink.com/blog/the-allyship-journey-gathering-settler-support-for-indigenous-led-tourism/*

Balancing Tourism Growth and Benefits: Cap on All-Inclusive Hotels (Aruba)

Image credit: Aruba Tourism Authority

TYPE OF EQUITY	Economic
CASE STUDY	Limiting the growth of all-inclusive hotels
LOCATION	Aruba
MECHANISM	Licensing and regulation
CASE DESCRIPTION	The legislation passed in 2016 placed a cap on all-inclusive hotels at a maximum of 40 percent of the total on-island transient hotel inventory (transient hotels offer facilities to guests for periods of less than 90 days) and an annual 20 percent cap on all-inclusive room nights sold by European plan hotels (the rate is room-only, and does not include the use of dining facilities). Amendment to the legislation furthermore allowed for all-inclusive packages to be offered, in an unlimited fashion, to secure MICE business.
	The all-inclusive hotels already holding a permit prior to May 2016 were allowed to continue their operations for the next 20 years, while European plan hotels that had more than 20% of their rooms allotted to all-inclusive packages were given two years to reduce the inventory to below 20 percent.
	The proposal for the new legislation was based on desk and field research that showed that an unbalanced accommodation mix could lead to a negative impact on the economy. A report "The impact of all-inclusive resorts in the destination", produced by United Nations World Tourism Organisation (UN Tourism), re-confirmed several of these aspects.
	The predominance of all-inclusive resorts was linked to reduced visitor spending outside the hotels and reduced interaction between visitors and the local culture. Furthermore, the research findings pointed out that visitors from the US and Canada most valued Aruba's landscapes, beaches and authentic culinary experiences while the importance of the availability of all-inclusive accommodation was secondary.
	Considering that the Aruban economy significantly depends on tourism, the government deemed it essential to defend the general interest of the island, through the proposed legislation. The legislation was a response to concerns regarding uneven distribution of economic benefits of tourism within local communities and an imbalance in the accommodation portfolio of the island. The goal was not to completely eliminate all-inclusive hotels but to find a balance while remaining a competitive destination.
STAKEHOLDERS	· Ministry of Tourism · Aruba Tourism Authority (ATA) · Over the course of more than a year consultations, meetings, and correspondence with relevant stakeholders took place in order to discuss matters related to the proposed legislation on all-inclusive resorts.
ROLE OF THE DMO	The proposed legislation was initiated by the Ministry of Tourism. The Aruba Tourism Authority played a strategic advisory role.

EQUITABLE OUTCOME	**Economic equity outcomes:** The legislation did not lead to a reduction in the number of all-inclusive resorts but neither did it allow growth. Afterall, the purpose of the legislation was not to reduce but rather to foster a balanced accommodation portfolio and a level playing field, thereby **improving the competitiveness of local entrepreneurs within the tourism sector.** It must be noted that a number of hotel developments that had been approved prior to the legislation were included in the overall count. Currently there are a number of these hotel developments under construction.
RESOURCES	The legislation as well as amendments to Aruba's Hotel and Lodging ordinance required expertise in various fields as well as much dialogue between a number of parties.
SUCCESS FACTORS	**Political will** was crucial to pass the new legislation despite of the push back due to clashing views on the impacts of the new policy measure. Fears emerged with regards to negative impacts on future investments, employment levels, revenue generated from tourism and the health hand growth of the sector.
	Stakeholder consultation: coordination with the private sector as well as civil society when developing policies and regulations which impact the tourism industry is crucial. Furthermore, tourism spans across various policy domains that require cross-department cooperation in the public sector.
	Research: to provide evidence for new legislations or changes to existing ones research is key to understand supply inventory, capacity, market dynamics and demand, impacts on the destination, stakeholder sentiments, needs and distribution of benefits.
	Destination safety: while all-inclusive hotels can provide a safe environment in destinations where general safety is a concern, Aruba is considered as a safe destination that visitors can explore and enjoy without having to take considerable precautions.
	Visitor infrastructure enabling visitors to explore the destination beyond the resorts (thereby spreading economic benefits) is crucial such as food and beverage outlets, transportation, attractions and other facilities. Destinations that lack a well-developed visitor infrastructure will face additional challenges when trying to regulate the number of all-inclusive hotels.

CHALLENGES	**Complexity of the regulatory framework:** One of the concerns expressed was that the introduction of the new legislation would infringe on the rights of hotel permit holders, and as such, act against the principles of free trade, as making full use of the hotel licences is guaranteed by the Constitution and the EVRM, as well as by the general principles of good governance. However, as the European Court of Justice ruled, setting a maximum number of licences (known as 'scarce licences') is an accepted method, as long as it serves public interest. In the case of Aruba, the legislation intends to safeguard the local economy. Furthermore, to ensure that new players can enter the market, the duration of scarce licenses needs to be limited.
	Mandate: Previously the Licensing Ordinance only regulated health and safety matters, which fall under the Minister of Public Health. However, the government has the authority to add another purpose to the ordinance, in this case being the regulation of tourism policy. As such through the amendment of the Licensing Ordinance, the responsibility for granting, refusing, and revoking hotel and lodging permits has shifted to involve consultation with the Minister responsible for tourism matters. Additionally, all-inclusive permits are issued solely by the Minister responsible for tourism.
	Private sector finds the new legislation a threat: Some of the players in the private sector feared of loss of value of properties, loss of demand and reversing the island's tourism growth and positioning.
EVIDENCE	Changes in the supply inventory and market dynamics are being monitored and according to research, overall demand increased in Aruba. Monitoring the impact of the legislation on visitor spending in the wider visitor economy presents further opportunities.
REPLICABILITY	Destinations looking to introduce a cap on all-inclusive resorts with the aim of spreading more widely the economic benefits of tourism, should have a good understanding of the current supply as well as demand characteristics of the destination. It is also crucial to consider whether the visitor infrastructure currently in place can serve visitors' needs. Understanding the impacts of higher pressure on the visitor infrastructure is also key to avoid negative impacts on the quality of life of local residents (daily infrastructure often collides with visitor infrastructure). It must also be noted that such measures require strong political will and commitment as well as mechanisms for stakeholder consultation and coordination to arrive at consensus.

Source of information:
• *Interview with Dyane Vis-Escalona – Business Manager, Aruba Tourism Authority (ATA)*

ENVIRONMENTAL EQUITY
Case Studies

Increasing income and jobs for communities through tourism concessions in Africa

Image credit: Group Impact

TYPE OF EQUITY	Environmental and economic
CASE STUDY	Wilderness: A Social Enterprise and Destination Management Organisation
LOCATION	South Africa, Botswana, Namibia, Zimbabwe, Zambia, Tanzania, Kenya, Rwanda
MECHANISM	Tourism concessions
CASE DESCRIPTION	Founded in 1983, Wilderness operates in eight African countries with a mission to empower local communities while protecting and preserving 2.3 million hectares of land. The organisation manages 60 lodges, 97% of which are on state-controlled or community-owned land.

Under this model, communities are organised into trusts, which own the land, and Wilderness acts as their business partner, facilitating ecotourism ventures that promote conservation. **The focus is on creating high-value, low-density tourism experiences that depend on healthy ecosystems, aligning the business's interests with environmental protection.** Communities benefit by choosing conservation over more traditional uses of their land, such as farming, cattle rearing, or hunting, motivated by the tangible economic and social benefits provided by ecotourism.

Community empowerment is the cornerstone of Wilderness's mission, and its impact varies across countries and communities. The empowerment initiatives include:

- **Economic Empowerment:** Creating economic opportunities and job growth within local communities.
- **Women's Empowerment:** Actively promoting gender equality and supporting women in leadership roles.
- **Poverty Alleviation:** Generating income through job creation and supporting local businesses.
- **Entrepreneurship:** Encouraging communities to establish small businesses and achieve economic independence.
- **Food Security:** Improving agricultural yields and ensuring sustainable food supplies.
- **Unrestricted Access:** Maintaining camps without fences to promote a natural coexistence with wildlife.
- **Financial Support:** Paying leases, fees, and rents to communities for the use of their land.
- **Healthcare Improvements for communities:** Enhancing access to healthcare services within communities.
- **Land Protection:** Preventing land from being used for agriculture or mineral extraction to preserve natural habitats.
- **Education Initiatives:** Providing primary and secondary education, establishing eco-clubs, and fostering environmental education.
- **Youth Engagement:** through eco clubs and environmental education
- **Camp Rehabilitation and Reforestation:** Restoring camps in or near villages and reforesting areas, such as the two camps near Volcanoes National Park in Rwanda.

STAKEHOLDERS	Local communities, governments, private landowners, and Wilderness as a social enterprise.
ROLE OF THE DMO	Empowering communities and supporting them to protect their land and natural environments.
EQUITABLE OUTCOME	**Economic equity outcomes:** Through these initiatives, Wilderness ensures that its business model not only generates revenue – ensuring that **more locally-owned businesses receiving income from tourism-related activities** – but also empowers its community partners to achieve long-term sustainability and self-reliance. **Environmental equity outcomes:** The concession model ensures a **fair contribution to the conservation and maintenance of (common) natural resources** and harnesses **tourism activity as a means of advocacy for nature conservation.**
SUCCESS FACTORS	· **Economic Impact:** Wilderness's model has significantly boosted local economies by creating jobs, training, and development opportunities. The company reports that one household income from tourism can support up to seven individuals, reflecting a significant multiplier effect. A substantial percentage of staff (over 90%) is hired from local communities, ensuring direct economic benefits. · **Direct Benefits to Women:** The organisation prioritises women's empowerment by providing them with employment and skill development opportunities. This focus on women helps ensure that financial gains benefit entire households, as women often manage family resources. · **Educational Outreach:** Through its "Children in the Wilderness" program, Wilderness has awarded over 6,000 scholarships and engaged 20,000 children in eco-clubs over the past 20 years. Children, often the only English speakers in their households, act as conduits of environmental knowledge, spreading sustainability practices within their communities. · **Community Ownership and Transparent Agreements:** Business agreements clearly outline the roles and benefits for all parties, including levies, rentals, and royalties. This transparency ensures communities understand their rights and the expected flow of financial benefits, promoting trust and long-term partnerships. · **Environmental Standards and Monitoring:** Wilderness adheres to a group environmental minimum standard, conducting biannual audits to ensure compliance across its 60 camps.

CHALLENGES	· **Navigating Diverse Contexts:** Wilderness operates across countries with varied cultural, political, and economic landscapes. Differences in governance structures and stages of development require tailored approaches and adaptive strategies.
	· **Building Trust and Transparency**: Establishing and maintaining trust with community partners is essential.
	· **Balancing Autonomy and Guidance:** The organisation must balance its role as a business partner without dictating how communities should use their revenue, in order to respect community autonomy while working for equitable benefits distribution.
	· **Addressing Broader Societal Issues:** Wilderness also faces challenges related to food security, healthcare access, and human-wildlife conflict.
EVIDENCE	90% of staff are from local and surrounding communities.
	Reports are produced for each country of operation showing the revenue earned by communities that Wilderness is working with and the revenues earned by the government.
	Wilderness' biannual environmental audits collect data which is made publicly available annually.
REPLICABILITY	Wilderness's approach has proven successful across multiple countries and contexts, suggesting strong potential for replicability. The organisation aims to expand its reach, with a goal of protecting 5 million hectares of land by 2030. The model can be adapted to other regions, provided there is strong community involvement, transparent agreements, and a commitment to sustainable practices.

Source of information:
· Interviewee: Vincent Shacks, Impact Manager at Wilderness, South Africa
· Unrivalled Luxury Destinations & Safaris | Wilderness (wildernessdestinations.com)

CASE STUDY

Regenerative Tourism Initiatives through Community-Led Stewardship (New Zealand)

TYPE OF EQUITY	Environmental, cultural
CASE STUDY	Love Wānaka and Love Queenstown Community Funds (LW and LQ)
LOCATION	Queenstown-Lakes District, New Zealand
MECHANISM	Charitable actions to support environmental sustainability
CASE DESCRIPTION	Love Wānaka and Love Queenstown (LW and LQ) are local giving platforms designed to advance regenerative tourism in the Queenstown-Lakes District – raising both funds and awareness for local environmental initiatives and inviting visitors to play their part in the protection and regeneration of the environment at the heart of its visitor industry. The initiative has two key audiences: the local business industry and visitors.
	"The opportunity the initiatives provide for businesses and visitors to work together for the benefit of people and place is really important – it's all about collaboration."
	(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)
STAKEHOLDERS	Destination Southern Lakes (DSL) is a partnership organisation formed by Lake Wānaka Tourism and Destination Queenstown to deliver on the region's newly endorsed Destination Management Plan (DMP). This is the first initiative to be co-managed and funded by two previously separate regional tourism organisations (RTOs).
	The programme is supported by the Queenstown-Lakes District Council; the Department of Conservation; Kai Tahu, the Māori iwi (tribe) of this South Island region; and their charitable partners, the Whakatipu Community Foundation.
ROLE OF THE DMO	The two participating RTOs have taken the lead to bring the initiatives to life. They consider this programme an initiative for the future and have the ambition for it to become part of the legacy of Wānaka and Queenstown's tourism ecosystem.
	"Our purpose has an intergenerational focus: how can we be good tupuna (ancestors) and create the foundations of a thriving future long after we are gone?"
	(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)

EQUITABLE OUTCOME	**Environmental equity outcomes:** The funds are allocated in a targeted and strategic manner to local, community-led organisations and fund, for example, native revegetation, waterway & biodiversity protection and pest eradication, thereby ensuring **a fair contribution to the conservation and maintenance of (common) natural resources and supporting a healthier living environment for all community groups.**

"It's about supporting the wider ecosystem of environmental action, and doing so in a way that empowers those within the community to drive these efforts; we hope to support a unique, localised response to the challenges and opportunities of high-volume visitation in our region."

(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)

The initiatives also **uses tourism as a means of advocacy for nature conservation.** They operate as hubs for information and inspiration for sustainable travel in the region. The platforms also hero local community organisations, providing a space to raise their profile and connect more people to their mahi (work).

Furthermore, the initiatives aim to ensure long-term financial support. 20% of all funds raised are invested in a local endowment fund to ensure long-term, sustainable funding opportunities.

Last but not least, the initiatives support the dispersal of visitors more evenly across the district, reducing pressure on most visited areas and providing social as well as environmental benefits.

Cultural equity outcomes: The initiatives, including their volunteer opportunities, provide opportunities for visitors to connect with locals and understand their values for place, and how they care for their home and environment, potentially leading to **heightened respect and appreciation of (the values of) local community groups by tourists and businesses.**

The initiatives also foster community building by connecting the business and non-profit communities in Wānaka and Queenstown, thereby strengthening **sense of belonging and community, civic pride and cultural identity.**

"We have a really engaged community, and a passion and connection to our place; we have cohesive values and a strong understanding of what we want for the future of our region, and that places the environment at the heart."

(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)

RESOURCES	One employee works across the two RTOs and leads the initiative with support from the operational and marketing teams in Queenstown and Wānaka.

The total budget allocated to the programme is approximately $200,000 per year.

SUCCESS FACTORS	**Commitment and values of the local business community:** The many small owner-operated businesses in the region provide a real connection to the place and environment. There's an understanding that, given the visitor industry is based off the environment, it must be protected not only for the health and wellbeing of the community, but also for the future viability and vitality of the industry.

Long-term approach to destination development: the initiative is viewed as a long-term investment that ensures tourism benefits the region now and into the future.

Political will: the DMP and its goals have been endorsed by the District Council, and are reflected in plans focusing, for instance, on economic diversification and spatial planning.

Trust and integrity: Building trust within donor audiences and ensuring funding integrity is crucial.

Multi-stakeholder collaboration: the initiative's participatory approach involves commercial operators, environmental organisations and community voices.

"We're not just responding to the commercial aspirations of the industry; it's about what the community want and need and how we can best support that."

(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)

CHALLENGES

Dynamics of collaboration: Building trust and finding the most suitable and effective coordination mechanisms across the RTOs and other stakeholders takes time and effort.

Visitor proposition and engagement: How to encourage contributions, and in what form – for example, financial donations, time investment, or simply being more mindful of the impact they have.

"We've had great support so far from a number of local organisations.

The challenge has been in visitor uptake, which is where we see the biggest opportunity. We're really hoping to unlock and understand this piece – because this is where the biggest changes will happen."

(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)

Impact measurement: Some indicators – such as funds raised, partners onboarded, volunteer opportunities shared and marketing reach – are monitored. However, systems are not yet in place to measure how many volunteers have attended events, what impact this is having from a behaviour-change perspective, or the impact of initiatives on community sentiment towards visitation.

Generating funds in a more strategic way: There are limitations to fund raising through voluntary actions to support behavioural change.

EVIDENCE

$75,000 was raised for local environmental action within the first 12 months.

$60,000 will be distributed to local environmental organisations, with the remaining $15,000 invested in the endowment fund to grow over time.

The programme has supported 130+ visitor volunteer opportunities across the district and helped raise the profile of local environmental organisations.

Collectively, the organisations have reached audiences of over 3.5 million via digital and physical brand activations – sharing the story of regenerative travel and give-back opportunities with visitors.

To date, four industry planting days across Queenstown and Wanaka have been organised with 285 industry volunteers planting a total of 4415 native plants.

SCALING UP

Awareness of the initiatives, and their impact could be increased by improving messaging and communications with businesses and visitors.

To overcome the challenges and limitations posed by the current manual system for collecting donations, an integrated / automated donation system is being investigated.

Moving forward, there is hope to have a minimum of 10% of businesses in the region contributing in an ongoing way, with a vision of raising $1m year-on-year from 2030 onwards.

"Our ambition is to support environmental efforts in a much more considered and strategic way. We have a distribution committee who will assess the funds on an annual basis and allocate those to the local organisations who are best placed to deliver impact for our rohe (region)."

(Ashley Bickley, Love Wānaka and Love Queenstown Community Fund Coordinator)

REPLICABILITY

Destinations looking to replicate the initiative and develop a similar system need to start with exploring the needs and opportunities for their specific regions. The initiative might be better suited to smaller communities and destinations where values and ambitions across the community are more aligned. That said, this model requires multi-stakeholder collaboration, strong political will, and financial resources. Resource-pooling can eliminate barriers and support successful implementation. LW and LQ are open to sharing their model and learnings, to support implementation elsewhere.

Source of information:
- *Interview with Ashley Bickley - Love Wānaka and Love Queenstown Community Fund Coordinator*
- *www.lovewanaka.co.nz*
- *www.loveqt.co.nz*

CASE STUDY

Advocacy for Environmental Justice through Community-Led Tours (USA)

TYPE OF EQUITY	Environmental
CASE STUDY	Toxic Tours
LOCATION	Tar Creek and Grand Lake, Oklahoma, USA
MECHANISM	Advocacy via community-led tours
CASE DESCRIPTION	Toxic Tours is a community-led initiative to raise awareness of polluted lands and waterways following open cast lead and zinc mining which occurred up until the 1960s. Tours of the area show the damage, provide stories of community impact (including from the 9 tribes that own or live on the land), educate the local communities, and raise awareness of the need for change. Some include volunteering such as sampling of water/sediment and clean-ups. *"If we have 30 minutes, we'll go show somebody something. But if we have more time, we're gonna ask them to experience this place. We'll have them be on one of those [contaminated] dusty roads when one of the trucks go by and asked them to hold their breath."* (Rebecca Jim, LEAD Agency)
STAKEHOLDERS	LEAD agency, established in 1997 as a grassroots environmental justice organisation. LEAD = Local Environmental Action Demanded". Co founders are Earl Hatley and Rebecca Jim. Other stakeholders include: · Local schools · University of Oklahoma and other academics · Chamber of Commerce · Media
ROLE OF THE DMO	No DMO has involved so far. There is the potential for DMOs to support communities by providing additional support to develop the tourism component and linkages, and market the tour to (potential) visitors.

EQUITABLE OUTCOME	**Environmental equity outcomes:** By seeking to raise funds to remove toxic soils and improve water and air quality, the project is building **support for a healthier living environment for all community groups.** The initiative has also acted as a **means of advocacy for nature conservation** by raising awareness of an environmental injustice: with media/documentary and film makers, politicians and academics - leading to an increase in grants for the LEAD agency and for environmental clean-ups in the area – thus the project serves as **an enabler for neighbourhood improvement projects.**

Cultural equity outcomes: Stronger cultural identity and a sense of community are fostered through local empowerment, allowing individuals to take control of their narratives and engage in positive actions that raise awareness of environmental issues. This empowerment supports more **meaningful representation of cultural heritage,** such as supporting First Nation tribal communities to safely revive practices such as cultivating specific herbs and plants, ensuring they avoid polluted lands while preserving their traditional hunter-gathering activities.

"I think one of the most interesting things we did was we let youth lead the tours. And so once they knew the story and the issues they took the lead in doing the tours for many years. That empowered them, I think for the rest of their lives, in knowing that they were standing up for their own community."

(Rebecca Jim, LEAD Agency)

SUCCESS FACTORS

- Committed activists leading and galvanising grassroots action.
- Volunteers willing to commit time and other resources.
- Support from teachers, academics and other influential people.

"I think it's really valuable and through the years, by giving some of these tours, I've ended up with relationships that have lasted for 20 years. With researchers and other medical professionals, other university professors are still working with us because of the tours."

(Rebecca Jim, LEAD Agency)

CHALLENGES

- Toxic Tours are provided informally, with no direct funding. The tours are provided free of charge.
- Volunteers are not professional tour managers.

EVIDENCE

By keeping the stories alive and pushing the message out to the world, LEAD agency has, over a period of 3 decades, successfully built awareness of the issues at Tar Creek Superfund Site, and secured steady increases in funding both for the LEAD agency and for remedial work including a recent $10m grant for Harvard School of Public Health to redesign the river.

"We've gotten lots of press, lots of attention, and as a result of the toxic tours the kinds of help that we've got from lawyers, from universities and science experts, enabled us to do investigations and get small grants from foundations. This allowed us to then go for bigger grants and this year for the first time in history we have a bank account of $200,000 plus. So we're finally there and now the [government] agencies are taking us super seriously."

(Earl Hatley, LEAD Agency)

REPLICABILITY

Toxic Tours occur in other places across the US where similar environmental issues occur. There is huge potential to replicate the "toxic tours" concept, to give agency to communities that have identified an environmental or social injustice and want to raise awareness and mobilise local action.

Source of information:
- *Interviews with:*
  - *Earl Hatley, Co Founder, LEAD Agency*
  - *Rebecca Jim, Co Founder, LEAD Agency*
- *https://www.leadagency.org/*

SPACIAL EQUITY
Case Studies

Enhancing Coastal Access and Inclusivity through Strategic Partnerships and Infrastructure Development (USA)

TYPE OF EQUITY	Spatial
CASE STUDY	An accessible welcome on the Oregon Coast
LOCATION	Oregon, USA
MECHANISM	Equitable public access policies and infrastructure development
CASE DESCRIPTION	The Oregon Coast Visitors Association (OCVA) has developed a multifaceted approach combining community engagement, infrastructure development support and strategic partnerships to enhance accessibility and inclusivity along the Oregon Coast.

The Oregon Coast has 363 miles (584 km) of public beaches, with access mandated by Oregon law. However, challenges such as diverse geography, erosion, the impacts of climate change, infrastructure issues and rising car parking charges can create barriers for some visitors and local residents, in particular those with disabilities or other access needs such as families with young children or elderly beach users. To address these disparities, OCVA, in partnership with various stakeholders, has instigated several targeted initiatives, aiming to create more equitable access for everyone. These have included:

Working on accessibility:

- **Travelability Meetings:** OCVA regularly convenes online meetings under the banner of "Travelability," bringing together non-profit groups, businesses, and tourism organisations to discuss accessibility issues. Collaboration enables the group to identify common priorities, gather information and pursue grants to advance accessibility efforts. These are designed to support equitable access by anyone facing access challenges, from visitors and residents with disabilities to the elderly or families with young children in strollers.

- **Mobi Mat Installations:** Mobi Mats (portable non-slip wheelchair beach access mats) have been made available in two cities so far, Lincoln City and Seaside. Supported by public bodies and various partners, the hard roll-out mats enable wheelchair users and anyone with them to get right onto the beach and to the shore, rather than being restricted by a lack of access to staying at the edge of the beach. It's empowering for visitors as well as residents who have been unable to access their local beaches for many years until this innovation.

- **Support:** Recognising the demand for more widespread accessibility infrastructure, OCVA has developed a comprehensive toolkit to assist communities in overcoming challenges such as liability concerns, understanding maintenance requirements, and funding constraints. It has also recently launched a grant fund dedicated to supporting the installation of additional Mobi Mats along the coastline.

CASE DESCRIPTION

- **Expansion of Accessible Equipment:** There has also been an increase in the availability of beach and all terrain wheelchairs such as David's Chair, beach wheelchair lockers and ADA Kayak Launches across the coast, further enhancing the accessibility experience for disabled travellers.
- **Partnership with Wheel the World:** Twelve local Destination Marketing Organisation (DMO) partners have joined forces with Wheel the World, an organisation that provides detailed information about lodging, restaurants and attractions to enhance accessibility information for trip planning, ensuring that disabled travellers have access to comprehensive resources tailored to their needs.
- **Marketing Content Development:** Thanks to a grant from Travel Oregon, OCVA is also in the process of producing marketing content that will spotlight the intersection of climate action and accessibility for disabled travellers, aiming to raise awareness and promote inclusivity in tourism.
- **Product development support:** OCVA provided sponsorship to a group called Adventures about Limits, creating curated itineraries for disabled travellers.

Creating impactful partnerships for an inclusive welcome:

OCVA has partnered with a non-profit called Oregon Black Pioneers in a multi-year collaborative effort to honour and showcase the contributions of Black Oregonians, help change the narrative through authentic, sometimes challenging storytelling, and ensure the coast (whose residents are predominantly white) is, and feels, more welcoming to black visitors. OCVA provided funding to support the production of an online toolkit, an Instagram takeover, sponsorship of a black history bus tour and the creation of a statue of an early pioneer.

OCVA has similarly partnered with Vive Northwest, an organisation focused on the Latino community, to support them to curate itineraries and trails with Spanish speaking guides, and to work on environmental issues such as trail erosion, and the importance of stewardship, conservation, and "Leave No Trace" principles."

OCVA's approach has been to signpost grant funding to local groups to support them in what they're already working on and build partnerships along the way, rather than trying to take the lead itself. This means they can build long-term relationships with those organisations through ongoing communication, looking for opportunities to partner, share or communicate what they're doing and vice versa.

OCVA has also worked with influencers from underserved communities to ensure their story is told authentically, from lived experience.

Collaborating to tackle barriers to access:

OCVA participates in the Coastal Access Advisory Team alongside local government agencies and others, to support the implementation of coastal zoning rules, advise on priority areas, advocate for funding use and support responsible planning. This engagement, as well as with non-profit organisations such as Surfrider Foundation helps to overcome, for example, issues with homeowners putting up physical barriers to access to the coast or with planning-related issues.

STAKEHOLDERS	· Oregon Coast Visitors Association (OCVA): The regional destination management organisation for the entire Oregon Coast, facilitating collaboration and initiatives. · Local Governments: Seven counties and over 30 cities along the Oregon Coast responsible for beach access and infrastructure · City Authorities: Local Parks & Recreation departments. · Disability Advocacy Groups: Partners providing insights and advocating for accessibility improvements · Private Entities: Including Wheel the World, a travel platform for disabled individuals, and local civic groups supporting accessibility initiatives. · Tourism Organisations: Collaborating with OCVA to address accessibility challenges.
ROLE OF THE DMO	OCVA's role in Oregon's tourism 'ecosystem' includes acting as a valuable liaison between the state DMO Travel Oregon and local communities. The team works to understand local priorities and needs, their distinctive characteristics and how they would like to be represented in tourism, as well as connecting them with available state-wide resources and programmes. It provides funding for community and infrastructure projects and partners with other organisations to ensure practical and inspirational information for travellers with access needs.
EQUITABLE OUTCOME	**Spatial equity outcomes:** The range of accessibility initiatives along the Oregon Coast has **increased access to public spaces and infrastructure**, not only for those with disabilities but also their families and friends, creating a more inclusive coastal experience for all visitors. Initiatives like the installation of Mobi Mats allow individuals to use their own devices comfortably, promoting independence and convenience. **Cultural equity outcomes: More meaningful representation of cultural heritage** through local level partnerships has helped to foster a more authentically welcoming environment for black visitors and highlight the cultural diversity of Oregon's coastal communities. *"For tourism to be really equitable it's important that no matter who you are, you're able to comfortably tourism experiences within a destination."* (Arica Sears, Deputy Director, Oregon Coast Visitors Association)

SUCCESS FACTORS

1. **Community Involvement and Advocacy:** Collaboration with local groups ensures public beach access remains unobstructed.

2. **Proactive Engagement:** OCVA actively reaches out to under-resourced non-profit organisations, maintaining communication and offering support.

3. **Collaboration and cross-sector working:** Community support and working outside the tourism sector has also been central to the success of accessibility initiatives, with local residents and civic groups who have the best understanding of what's needed, working together to support the purchase of the most suitable equipment.

4. **Responsive Planning:** Including diverse representation in planning processes ensures proposed solutions genuinely address community needs.

5. **Inclusive marketing:** OCVA's marketing by-line is 'The People's Coast', reflecting how proud residents are of the coastline and why making it accessible to all is a priority.

6. **Dynamic communication:** Creating opportunities for underserved communities to tell their own stories as well as capitalising on social media: Lincoln City, one of the first coastal cities to introduce the mobi mats posted pictures of them on their social media pages, shared by their followers and making the local news, which increased awareness.

7. **An enabling environment:** The different government agencies in Oregon are very supportive, providing many resources and guidance for city government on regulations and where to access support.

8. **Building Trust:** Long-term relationships with community groups foster meaningful projects and a sense of belonging among diverse visitor groups.

CHALLENGES

1. **Historical Exclusion:** Addressing the legacy of exclusionary practices requires ongoing engagement and education.

2. **Resource Constraints:** Many non-profit partners are under-resourced, posing challenges for participation in new initiatives.

3. **Private Property Concerns:** Negotiating with private property owners resistant to increased foot traffic.

4. **Accessibility Implementation:** Developing best practices for new solutions like Mobi Mats through trial and error.

5. **Liability and Legal Concerns:** Fear of lawsuits related to accessibility and backlash from sharing diverse content can hinder progress.

EVIDENCE

Fourteen communities, each bringing together 15-30 businesses, now participate in the accessibility ecosystem, demonstrating significant progress in enhancing access and a warm welcome to the Oregon Coast.

REPLICABILITY

As a regional DMO, OCVA's various initiatives, such as the Mobi Mat toolkit and partnerships with non-profits, are designed for easy replication within the destination. The toolkit, created for state-wide use, can be adopted by other destinations. Similar non-profits exist in other regions, allowing for comparable partnerships to enhance accessibility and inclusivity.

Source of information:
- *Interview with Arica Sears, Deputy Director, Oregon Coast Visitors Association*

Balancing Heritage Protection with Access through Public Funding and Maintenance (France)

TYPE OF EQUITY	Spatial, cultural
CASE STUDY	Courtyard and Traboules Agreement
LOCATION	Lyon, France
MECHANISM	Public funding for the maintenance and restoration of built heritage tied to public access
CASE DESCRIPTION	The traboules in Lyon are pathways and alleys of historical importance, crossing buildings and courtyards to connect one street to another. As the traboules are integrated into buildings, most are considered private property and so access to the traboules is not possible for those who do not live on site. To support the protection and maintenance of architecture with historical and cultural value and ensuring wider access to the public (providing access to visitors), the City of Lyon drafted the Cour-Traboules convention, which was adopted in July 1992. Different types of agreements can be negotiated with the city e.g.: an agreement for the maintenance of the traboules in exchange for public access, and since 2004, an agreement that also includes the restoration of the traboules. To benefit, the co-owners of the buildings and traboules must submit a request to the City which will then transmit it to the Metropolitan authority. The agreement is then concluded between the co-owners and the city concerning the amount of subsidies and the required maintenance services. It is a permanent agreement without a specific end date. The City's objective is not to open up the 600 traboules and courtyards identified, but to maintain those that have been approved and to open new ones if the opportunity arises. Continuous monitoring makes it possible to provide rapid response to residents' requests.
STAKEHOLDERS	· Municipality of Lyon · Co-owners and occupants of buildings with traboules and inner courtyards · Visit Lyon
ROLE OF THE DMO	With the help of Visit Lyon, a visitor charter has been put in place to limit the inconvenience caused to residents e.g.: small groups, silent visit, explanations should be given outside the traboules, the use of audio phones etc.

EQUITABLE OUTCOME	**Spatial equity outcomes:** The Traboules Agreement ensures **the maintenance of and wider access to built historical and cultural assets.** The city contributes to the upkeep of the traboules (around 70% of maintenance costs) as well as to the cleaning and lighting expenses. The City also supports the installation of grills, preventing tourists from wondering around in residential areas. A sign is placed at the entrance of the traboules stating the historical significance of the place and requesting a respectful behaviour towards residents. In exchange, the co-owners and occupants are required to provide access to the public between a given timeslot, throughout the year.
	Cultural equity outcomes: The acknowledgement of the significance of the traboules generates social impact, and fosters a **sense of belonging, community and civic pride and stronger cultural identity.**
SUCCESS FACTORS	**Common goal:** Agreements with owners were made mainly when the neighbourhoods and buildings were still in poor condition. The inhabitants understood and supported the development of their heritage.
	Commitment: The City's commitment to restore and maintain the emblem of Lyon is key, as well as the support of the owners and inhabitants of the traboules.
	Participatory approach: Meetings are organised with the owners to facilitate cohabitation.
CHALLENGES	**Nuisances:** While the traboules agreement can bring benefits to both locals and visitors, excessive visitation may cause congestion, crowding, noise, waste pollution and safety problems for the residents of the buildings. The visitor charter is unfortunately little used by external guides. Furthermore, cruise passengers who arrive in large groups significantly contribute to the above mentioned problems.
	Finding a balance: The opening of the traboules is an action that continues and is appreciated but which must at all times find a balance between the tranquillity of residents and the interest of visitors (Lyon residents, Metropolitan residents, schools and outsiders).
EVIDENCE	Out of the city's approximately 600 traboules, of which currently about 80 are accessible to the public as a result of this initiative.
REPLICABILITY	The mechanism is moderately difficult to implement as it requires commitment, coordination and subsidies from the local municipality for which the resources might not be readily available. Furthermore, the commitment and willingness of local residents is required for the successful co-management of historical heritage.

Source of information:
· *Interview with Philippe Lamy – Architectural and Urban Heritage Referent, Urban Planning Department, Municipality of Lyon*
· *https://en.visiterlyon.com/discover/heritage-unesco/lyon-s-traboules-and-courtyards*

Balancing Tourism Impact with Local Needs through Regulatory Instruments and Function Mixing (Netherlands)

TYPE OF EQUITY	Spatial
CASE STUDY	Hotel policy by the Municipality of Amsterdam
LOCATION	Amsterdam, Netherlands
MECHANISM	Regulatory instruments, function mixing
CASE DESCRIPTION	To cope with the impact of overtourism on the city's liveability, the Amsterdam municipality developed a hotel policy in which no new hotels are permitted, except for a couple of designated city districts; so-called 'no-unless areas'. In these parts of the city, hotels may only receive permission to develop if they would truly contribute to the direct environment (and to the hotel market in that district). The policy requires new hotels to respond to the surrounding area's needs, problems or opportunities. The policy has a strict assessment framework about the uniqueness of the concept, the social impact, sustainable design and exploitation and social entrepreneurship.

The hotel policy has been sharpened since it was introduced. All city districts are currently 'no'-areas; new hotels can only be developed if a hotel closes elsewhere.

Example Hotel Jansen:

Under this policy, only three hotel initiatives have been approved. Hotel Jansen is one of them. This is a short-stay (maximum 6 months) hotel for internationals coming to Amsterdam to work or study. It provides the necessary hotel facilities but also operates as an open house community for its temporary residents living in the hotel and neighbouring residents alike.

- Hotel Jansen responds to the city's challenge of a severe shortage of (flexible) housing.
- Hotel Jansen strives to create 'open communities' in which both temporary hotel residents and local residents are included. Its café and facilities (e.g. yoga classes, language classes, laundry, cooking) are open for local residents and they are invited to exchange knowledge through teaching Dutch or job application classes.
- Hotel Jansen contributes to the Dutch knowledge economy by accommodating academics, expats and students. These kinds of 'tourists' have a different behaviour and value than mass tourists.
- Hotel Jansen employs people who are at a disadvantage in accessing the labour market, but also employs pensioners who still want to work.

STAKEHOLDERS	· Municipality (Mayor and Alderman, and economic affairs and culture) · Residents of Amsterdam represented by the people's initiative 'Amsterdam heeft een keuze'(Amsterdam has a choice) · Local residents living in the assigned districts · MRA: Metropool Regio Amsterdam (DMO function) · Hotels represented by the Koninklijke Horeca Nederland · Hotel clients (for Hotel Jansen: universities, large companies and visitors)
ROLE OF THE DMO	MRA is comprised of 30 municipalities, two provinces, and the Transport Authority of Amsterdam, spanning the 'daily urban system' of Amsterdam. One of their programmes is to develop the visitor economy of Amsterdam while guarding the liveability for its residents. The MRA expert team (including a representative of the district) advises on applications for new hotels.
EQUITABLE OUTCOME	**Spatial equity outcomes:** The policy serves to **protect and increase access to shared assets**, since companies that earn a lot of money from Amsterdam's public space must also invest in the city; distributing the benefits and burdens more equitably. The practice of enabling access to hotel facilities also produces a tourism experience outcome, by **narrowing the gap between locals and visitors**. This has also been achieved through listening to and acting upon resident protests (people's initiative 'Amsterdam has a Choice'); including requirements in the policy to understand societal interests and issues of the stakeholders (including residents) in the immediate neighbourhood; and ensuring that neighbourhood support has been measured and that a positive connection is established with the surrounding area. **Economic equity outcomes:** An additional economic equity outcome is achieved through social entrepreneurship, by employing people who are at a disadvantage in accessing the labour market which **increases the diversity of residents employed in the tourism sector**. *"So if you don't set regulations properly, it could be that some people or companies make a lot more money from the public space of a city. These will get rich from that, while those who experience the burdens from that don't."* (Otto Buurma)

SUCCESS FACTORS	**Cross-pollination:** a mix of important aspects that reinforce each other
	Common language: for example agreeing on what is meant by sustainability or value for the neighbourhood.
	Legal agreements: that must be complied with, with sanctions in place if the requirements are not met.
	Hotels benefit as well. They are intrinsically motivated for the policy requirement and therefore have a certain pride in it. Moreover, the requirements also used to distinguish them from their competition.
	Financial flexibility: Hotel Jansen is financially flexible since it has a special position being both the owner and the operator of the hotel. This means that they have less financial pressure as an operator compared to hotels that do have a commercial real estate owner.

"It is important to agree 'what you ask each other' and to explain well what is meant, for example by "sustainable" or "mean something for the neighbourhood."

(Otto Buurma)

CHALLENGES

- If a policy is too strict, chances to contribute positively are also missed out on.
- High investment costs for hotels and rising costs; e.g. for construction and energy. This gives less space for entrepreneurs for fair wages and fair accommodation prices.
- Negative image of hotels and tourism. All hotels are lumped together, but it is important that that policy and other stakeholders also acknowledge that are also providers who want to make and guarantee very tight agreements.
- Communities are heterogeneous, so it is difficult to check whether the residents of the people's initiative are satisfied because they have varying opinions about the measures of the municipality.
- Dealing with the long-time span of former policy measure: Despite the strict hotel policy, new hotels are still under construction and a number of new hotels will be added. This is due to already licensed projects and direct rights from the environmental plan (formerly zoning).
- The challenge of maintaining a balanced approach, so that regulation in one area does not inadvertently shift the problem to a neighbouring municipality with less strict policies.

EVIDENCE

The fact that agreements and requirements are met. This also shows that these are realistic. For example Hotel Jansen is auditing for the certification and measuring instrument 'Prestatieladder Socialer Ondernemen' which is a norm for social entrepreneurship in the Netherlands.

Hotel Jansen commissioned research with the Amsterdam University of Applied sciences (HVA) how they can contribute to unity and care in the neighbourhood.

A resident survey of a second (earlier) location of Hotel Jansen had a 97% positive score in a resident survey, asking whether the residents wanted the hotel to stay for another 5 years.

REPLICABILITY

Some level of regulation must already be in place, otherwise there is a risk of planning blight (legal feasibility).

Less overnight stays should be desirable for a destination wanting to implement a policy such as this.

It needs to be attractive for hotels (demand, affordable land, option for considerable scale size).

Source of information:
- *Interviews with:*
  - *Otto Buurma, Economische Zaken & Cultuur, Gemeente Amsterdam.*
  - *Klaas Bruinsma, General Manager of Hotel Jansen.*
- *Gemeente Amsterdam (2021) Deel 1, Uitwerking Overnachtingsbeleid 2021 en verder.*
- *Gemeente Amsterdam, retrieved 07/06/2024 https://www.amsterdam.nl/bestuur-organisatie/college/wethouder/sofyan-mbarki/persberichten-nieuws-sofyan-mbarki/hotelbeleid-amsterdam-verder/*
- *Metroolpoolregio Amsterdam. Strategische Agenda Toerisme in de MRA 2025, https://www.metropoolregioamsterdam.nl/wp-content/uploads/2024/03/Strategische-Agenda-Toerisme-in-de-MRA-2025-Herijking-2024.pdf*
- *Hotel Jansen: https://hoteljansen.nl/?gad_source=1&gclid=CjwKCAjw34qzBhBmEiwAOUQcFykD8BlKWLFRM2dsPITHfnlS4O06hY_7ebA6CYa5Bcfp9yl-Djho6RoCTXEQAvD_BwE*

Fostering Social Transformation and Community Integration through Urban Regeneration (Colombia)

TYPE OF EQUITY	Spatial, cultural, economic
MECHANISM	Integrated urban regeneration with a tourism component
INTERVENTION	Medellin's integral urban development model – social transformation through infrastructure development, arts, culture and tourism
LOCATION	Medellin, Colombia
CASE DESCRIPTION	Medellin, once one of the most violent cities in the world, has become one of the most well-known examples of large-scale urban regeneration projects. Peripheral and historically deprived neighbourhoods, such as La Comuna 13, have been rejuvenated and integrated into the physical as well as social fabric of the city, and community-based tourism has contributed to urban regeneration.

Urban regeneration included the development of vital transportation links (over ground metro system (1995), aerial cable-car (2004), outdoor escalators (2011) and the Medellin Tram (2016)) as well as the construction of new libraries, community buildings and cultural centres of international quality. Improved transportation links, enhanced public spaces and community services helped increase quality of life and change the image of the neighbourhood. Better access to the area and improved safety unlocked visitor potential, providing opportunities for tourism development, using the power of arts, unique cultural characteristics and architecture. Tourism product development focused on graffiti, singing, dancing and other art forms to tell the neighbourhood's many stories.

Examples of social transformation initiatives with an arts and tourism component:

- **Proyectarte:** A social organisation that works directly with young people and their families who are affected by human rights violations and as a consequence suffer from severe traumas. The foundation's purpose is to support personal and social empowerment using various art forms, as an expression of experiences. The foundation organises painting workshops that are open to tourists.
- **La Berracas de la 13:** A community restaurant created by a group of women in La Comuna 13.
- **Casa Kolacho** A cultural centre focusing on the social reintegration of youngsters who are victims of violence. The centre created a graffiti tour to show the new face of La Comuna 13 and now has an event room, art gallery, recording studio, audiovisual production company, café, restaurant and streetwear store.

"Community based tourism plays a major role in Medellin regarding social transformation, and as a travel agency we pay close attention to working directly with the locals to promote fair tourism."

(Marie Sophie Bentz, Travel agent, Terra Colombia DMC)

STAKEHOLDERS	· Agency for Cooperation and Investment of Medellin and the Metropolitan Area · Municipal Tourism Office and the Medellin Convention Bureau · Local Authorities responsible for e.g. mobility and transportation · Non-governmental organisations and development agencies (e.g. focusing on education or arts) · Local travel and tourism agencies
ROLE OF THE DMO	DMOs can play an important role in ensuring that tourism contributes positively to urban regeneration efforts and drives equitable social and economic development by, for example, guiding and mentoring community-based tourism initiatives, organising and coordinating networks of local stakeholders, raising awareness of opportunities for sustainable tourism product development in communities, promoting local initiatives to generate demand, lobbying and so on. *"Local agencies that pay attention to the problematics of the country and of the cities want to distribute the benefits of tourism and create a more authentic image of the city and the country."* (Marie Sophie Bentz, Travel agent, Terra Colombia DMC)
EQUITABLE OUTCOME	**Cultural equity outcomes:** The new transportation links have significantly improved mobility by connecting the neighbourhood to the city, which has not only enhanced accessibility but also strengthened the sense of belonging within the community. This improved connectivity has allowed the cultural sectors and tourism to flourish, thereby supporting the revitalisation of the community's common heritage through activities such as storytelling, arts, and crafts. As a result, there is **a more meaningful representation of cultural heritage, grounded in local values and perspectives**, along with an **increased awareness and understanding of the diverse cultures, values, narratives, and traditions within the community.** While tourism has contributed to r**einforcing, protecting and maintaining the community's cultural identity**, it also helped building a new identity based on peace and shared values. The strength and resilience of the community and its rich cultural heritage is **a source of inspiration and civic pride**. Tourism provides a platform to show the world all the things Medellin. **Spatial equity outcomes:** Increased support for neighbourhood improvement projects had led to **reduced crime and an enhanced sense of safety**. Tourism has supported this transformation by attracting visitors to the neighbourhood, thereby contributing to a more cohesive, lively and secure environment. **Economic equity outcomes:** The neighbourhood is now home to a great number of art galleries, restaurants, bars and small shops, contributing positively to the local economy and creating opportunities for **locally-owned micro and small enterprises to enter the tourism sector and to receive income from the visitor economy**. With new business opportunities, the role of education and skills development also increased. *"Some young people started to say: "hey there, this is a great graffiti tour. Maybe I can talk about my history and get involved in tourism and do guided tours." And then they started to study English to give tours in English."* (Marie Sophie Bentz, Travel agent, Terra Colombia DMC)

SUCCESS FACTORS

Political will and continuation: Medellin's integral urban development model was driven by the local government's commitment to change and social innovation, and focused on long-term regeneration driven by a succession of forward-looking mayors.

Civil society engagement: Government interventions were supported by residents, the tourism office, NGOs and the private sector focusing on tourism product development, skills development, training etc.

''A group of women from the commune had some meetings with another collective of women, the one that was successful, and they are giving them advice and helping them to create a touristic offer.''

(Marie Sophie Bentz, Travel agent, Terra Colombia DMC)

CHALLENGES

Community-based initiatives can be time-consuming: Developing trust, a shared vision and understanding within the local community can take time.

Lack of skills and experience amongst entrepreneurs: Mentorship and guidance is crucial to ensure that community-based tourism products are sustainable and viable in the long-term and respond to target market needs.

''The main challenge would be that people would come up with an idea of a new product, for example, a graffiti tour, or a gastronomy tour, but they have never experienced a tour from a foreigner's point of view, so they don't have the tools in hands and the knowhow.''

(Marie Sophie Bentz, Travel agent, Terra Colombia DMC)

Commercialisation: Medellin's popularity creates a risk of commercialisation of local culture and loss of authenticity. Furthermore, the increasing popularity of the city attracts unwanted forms of tourism.

Reinforcing inequalities: The city has undergone considerable improvements in terms of general well-being and quality of life. Many of the residents found work in the tourism sector. However, it is a challenge to ensure that community members benefit equitable from these developments. While urban regeneration and community-based tourism can support the efforts to reduce deep-rooted inequalities, such efforts can also reinforce them.

Maintaining accessibility of transport infrastructure: The newly built infrastructure was built primarily for the residents, however, since the neighbourhood and the city has become popular amongst tourists, overcrowding on the cable-car and the electric stairs has become a problem.

EVIDENCE

While not directly related to tourism, as a result of urban regeneration, the homicide rate in Medellin dropped by 95% and the city has become one of the most innovative in Latin America.

Since 2020, over 1000 people from the tourism ecosystem have been trained in leadership and community-based tourism management and over 700 employees trained in tourism and culture.

Medellin's interactive tourism dashboard shows continued increase in visitor numbers to La Comuna 13.

REPLICABILITY

The case of Medellin and La Comuna 13 is very complex. Tourism's role in social transformation depended on large-scale infrastructure developments. Once the neighbourhood had undergone rejuvenation and safety and security had improved, the opportunity arose to organise community activities and receive visitors, thereby leveraging the benefits tourism can generate, driving further social transformation.

Source of information:
- *Interview with Marie Sophie Bentz - Travel agent at Terra Colombia DMC*
- *turismomde.gov.co/observatorio/sitios-de-interes/observatorio-de-sitios-de-interes*
- *Proyectarte Corporation – Experiential Human Training (corporacionproyectarte.org)*
- *https://www.colombia-travels.com/blog/art-culture/art-therapy-medellin*

Enhancing Social Inclusion and Mobility Through Subsidised Free Transportation Programs (Netherlands)

TYPE OF EQUITY	Spatial
MECHANISM	Government subsidy
INTERVENTION	Social transportation product: Participation pass for free travel by bus and train
LOCATION	Het Hogeland, The Netherlands
CASE DESCRIPTION	The municipality of Het Hogeland, in the province of Groningen was amongst the first in The Netherlands to introduce the Participation pass. This personal travel card offers free travel by bus and train for residents with low income. Since it was launched in 2020, the pass has proved to be one of the most popular participation schemes. Data shows that around half of the pass holders use the pass for recreation purposes, day trips or sport. Information about the use of the pass is available in various languages and the pass can be used on all the Arriva trains and QBuzz buses in the region. The subscription is valid for a year, and can be extended afterwards. The pass is ready to use, reducing administrative burdens for the municipalities. *"We can stimulate participation, because we are a transportation company... in our strategy it's important that we deliver something to the local communities as well, and this was basically the starting point. But then, in the end, we see that it does even more than we had anticipated."* (Elmer Roukema, Manager Business to Business, Arriva Group)
STAKEHOLDERS	· Local municipality · Arriva Group · Transport Agency Groningen Drenthe
ROLE OF THE DMO	The local DMO currently does not play a role in the initiative. However, the transportation pass could be linked to tourism experience equity, whereby the aim is to lower the barriers to participation in tourism experiences. Such initiatives (e.g. see the case of the Relax, recharge, renew programme in Canada or the programme Everyone deserves a holiday in Belgium) are often coordinated and managed by local DMOs and considered as social tourism initiatives.

EQUITABLE OUTCOME	**Spatial equity outcomes:** The participation pass helps lower the barriers to participation in society, by **providing access to transport infrastructure** for those otherwise might not be able to afford it.
	Tourism experience equity outcomes: The pass has positively contributed to an **increased sense of belonging** and has opened up a range of possibilities for the residents. Data shows that they are increasingly making use of public transport for various purposes: visiting family and friends, shopping, educational purposes (e.g. taking a course), leisure, sports, sightseeing and visiting the region. Amongst others, the pass helps to **lower the barriers for participation in tourism experiences by providing access to leisure and other type of facilities** e.g. entertainment or catering facilities.
	''Sometimes it was the case that children didn't go to sports because the parents couldn't afford the trip there.''
	(Elmer Roukema, Manager Business to Business, Arriva Group)
RESOURCES	The Municipality provides the financial resources for the programme.
SUCCESS FACTORS	**Political will:** with the participation pass being funded by the local municipality, political will and commitment plays a crucial role.
	Long-term perspective: the programme delivers numerous societal benefits. While some of these benefits become visible and can be measured in the short-term, others can only be seen on the long-term e.g. using the transportation pass for educational purposes and attending training programmes, which will help people to find a job more easily in the future.
	''I expect that more municipalities will follow in the next few years.''
	(Elmer Roukema, Manager Business to Business, Arriva Group)
CHALLENGES	**Funding:** The programme is resource intensive which may pose limits to its implementation. The funding is provided by the local municipality which may not have the funds readily available.
	Lengthy process: Integration of the programme into the municipality's strategic plans and budget is preceded by a lengthy decision-making process which may delay the implementation of the initiative.
	Impact measurement: Not all benefits can be measured in economic terms. Finding a way to showcase the harder to measure social and psychological benefits, as return on investment, is seen as a challenge. Furthermore, the participation pass has a multiplier effect. Through travelling people contribute to the wider economy, but capturing this value is difficult.

EVIDENCE

The use of the pass enables the collection of valuable data and information on transport behaviour. Currently more than 2000 residents make use of the pass. The 2023 satisfaction survey showed that 96% of the pass holders were very satisfied with the service. An increasing use of public transport has also been recorded, showing an increasing popularity of new routes, which indicates that people who did not travel before are able to participate now.

Data shows that around 50% of the pass holders use the pass for participation in leisure and recreation activities.

"It's also good for public transportation. If public transportation is occupied quite well, then lines will stay and people will have access to the system. If less and less people are using public transportation...there's also pressure on the facilities...sometimes bus lines just stop because nobody uses them anymore."

(Elmer Roukema, Manager Business to Business, Arriva Group)

REPLICABILITY

The scheme – and any destination wanting to replicate it - requires strong political will, commitment as well as government subsidies.

Source of information:
- *Interview with Elmer Roukema – Manager Business to Business – Arriva Group*
- *https://over.arriva.nl/ons-nieuws/verlenging-meedoen-pas-voor-gratis-reisen-met-bus-en-trein-in-gemeente-het-hogeland/*
- *https://www.arriva.nl/zakelijk/sociaal-domein/meedoen-pas/*

CULTURAL EQUITY
Case Studies

Preserving cultural heritage and traditional skills through certification (Estonia)

TYPE OF EQUITY	Cultural
CASE STUDY	Estonian Folk Art and Craft Union
LOCATION	Tallinn, Estonia
MECHANISM	Certification
CASE DESCRIPTION	The Estonian Folk Art and Craft Union unites handicraft producers including lacemakers, textile weavers and woodworkers. They organise large events, courses and workshops and have their own folk art gallery in Tallin where exhibitions are held every three weeks. The Union also has an annual theme; in recent years themes have included a focus on youth and on folk costumes – which included a large open air exhibition in Tallinn and plans for an international folk costume conference in 2025. The next planned theme is about preserving cultural heritage and passing it on to future generations.
	The Union certifies two different quality labels, one of which is the *RECOGNISED ESTONIAN HANDICRAFT* mark. To apply for and be awarded this label, a producer must manufacture high-quality handicraft products in Estonia; have been engaged in the manufacture and sale of handicraft products for at least 3 years; and value the continuation of craft traditions with their products (following traditional design and/or work methods and/or material use), further development and sustainable operation. The business must also provide evidence of sound financial practices.
STAKEHOLDERS	· Estonian Folk Art and Craft Union · Municipality · Government, Ministry of Culture, Ministry of Tourism · Visit Tallinn · Volunteers · Part-time employees
ROLE OF THE DMO	The DMO plays a key role in networking, exhibiting, promoting and preserving Estonian handicraft and its local production.
EQUITABLE OUTCOME	**Increased awareness and understanding of different ethnic cultures, values,** narratives and traditions. **Stronger cultural identity and sense of community.**

SUCCESS FACTORS	**Common goal:** The main goal is that the Association makes Estonia and its unique handicraft visible to locals and to tourists through networking events, exhibitions, workshops and storytelling.
	A stable group of (female) employees: Whilst the team only has a small number of people, they have been there for a long time, so they know their work extremely well.
	Mentoring programme: Craft mentors are invited into to teach communities, for example about lace, knitting or about blacksmith or about how to sell handicrafts. They also help transfer knowledge to young people, through workshops at schools.
	Commitment to preserve local culture, handicraft and arts.
	Participatory approach: Meetings are organised for artists to facilitate networking, knowledge exchange and the promotion of handicraft and craftsmanship.
CHALLENGES	· Funding challenges and dependency on government support with a need to apply for new funding regularly mean the team is small and planning is challenging.
	· Prices of local resources have increased.
	· Tourism is seasonal.
	· Rental prices have increased therefore main gallery in Tallin may have to close its doors.
	· Competition with imported handicrafts.
	· Most souvenir shops are not in Estonian hands and are not presenting Estonia authentically.
	"Amber and Matryoshkas are not Estonian traditional crafts, so that's why we have to work harder to showcase what is really Estonian craft to the tourists and this is useful for every craftsman and each level of our association members."
	(Liis Burk, CEO, Estonian Folk Art and Craft Union)
EVIDENCE	27 artisans currently hold *the RECOGNISED ESTONIAN HANDICRAFT* quality mark, including producers of a wide range of items such as textiles, carpets, leather and wood goods, jewellery, lace, porcelain, reed crafts and toys.
REPLICABILITY	There are active sub-unions around Estonia. There are also similar craft associations in different European countries, each unique to their context, gathering people who are interested in and making crafts and focused on keeping local craft traditions alive.

CASE STUDY

Empowering Marginalised Communities Through Authentic Homestay Programmes (Nepal)

Image credit: Hands-On Institute

TYPE OF EQUITY	Cultural, economic
CASE STUDY	Aapshwara Community Dalit Homestay
LOCATION	Tanahun, Nepal
MECHANISM	Tourism product development, promoting local way of living, community enterprises
CASE DESCRIPTION	Aapshwara, a village about 150 km west of Kathmandu, is home to the Dalit community. Under the caste system, the Dalits are at the bottom of the 'pyramid' with few (economic) opportunities and limited access to public amenities. In 2016, the Hands-On Institute – a Nepali social enterprise that focuses on educational travel by connecting international students and local communities – came up with the idea to set up a homestay programme, to use the potential of tourism to empower the community both economically and socially.
STAKEHOLDERS	• Hands-On Institute (initiator) • Dalit Community (beneficiary) • Vyas municipality (financial contribution) • Swiss Foundation for Solidarity in Tourism (financial contribution) • Universities, colleges, schools, youth organisations (clients)
ROLE OF THE DMO	There is no DMO involved in this initiative. However, the potential for DMOs to play a role is present, just like in the case of Nong San CBT, where the Areas for Sustainable Tourism Administration (DASTA), one of the governmental agencies that promote sustainable tourism in Thailand, helped connect Nong San CBT with the wider CBT ecosystem. The role of the Hands-On Institute has been crucial. *"Since they are such a marginalised community, the Dalits thought that tourism was beyond their reach. Initially they were doubtful that any foreigner would possibly be interested in their culture and way of living, and pay money to be part of that".* (Samrat Katwal, co-founder Hands-On Institute) The Hands-On Institute has helped the community with setting up the homestay programme, including funding, training and certification, as well as helping to target potential guests via their international network.

EQUITABLE OUTCOME **Cultural equity outcomes: Heightened respect and appreciation of (the values of) local community groups** by tourists and businesses: The homestay offers a platform to learn about the caste system and the Dalit people: to live like the locals and learn about rural life.

Increased sense of belonging or civic pride; Stronger cultural identity and sense of community: The homestay has stimulated feelings of self-worth among local community members by facilitating a relationship based on equality between tourists and host families. Through appreciation of knowledge, values and life-style, guests greatly empower the Dalits. The initiative has also led to the empowerment of women: while the men are out working in farming, it is the women who are running the homestays.

Economic equity outcomes: More locally-owned businesses receiving income from tourism-related activities: The families who host guests are often living in poverty. Earnings of about 150 USD a year through the homestay programme can change their lives: they can send their children to school, get professional medical treatment or buy a new goat. Some of the money goes to a community fund used to improve general welfare of the village.

"You should imagine that non-Dalits do not usually enter Dalits houses or even eat together with Dalits. These people are considered to be dirty. And now, white foreigners are even coming to stay the night at their houses. This completely contradicts the existing social system and greatly boosts the Dalits feeling of self-worth. It was one of our most powerful tools to make use of Americans and Europeans – who are looked at as superior – against local discrimination, as foreigners who come here and show appreciation for the Dalit community. It has made communities from other castes look at the Dalits differently, with more appreciation. They really climbed up the social ladder and this has been so much more important for them than the economic impact of the programme."

(Samrat Katwal, co-founder Hands-On Institute)

SUCCESS FACTORS

Location: The village is located close to Pokhara – a major tourist destination and therefore relatively easily accessible for the target group.

Talking to the right people: The Hands-On Institute started talking to key figures in the community who were the most likely to understand the concept and what opportunities tourism could offer them.

Training: The Hands-On Institute took the community on a 7-day homestay management training and familiarisation trip to an existing homestay in Nepal so that they could see for themselves how it works.

Dialogue: The Hands-On Institute set up a process of dialogue, in which they let the community decide how they wanted to go about it, including what they didn't want, such as which food they wanted to serve.

Existing network of potential clients: The Hands-On Institute had access to an existing international network of potential clients for the homestay, with the right mindset and attitude to make it work.

"The perception of homestays in Nepal is you go there to see a dance, take some photographs, drink alcohol and eat a chicken. That's not the type of clients we were looking for."

(Samrat Katwal, co-founder Hands-On Institute)

Timing and pace: The NGO made sure that the community was really ready when inviting the first guests. They first had one group, reflected on it together with the community, then had another group, and so on.

Funding: The Hands-On Institute received funding from the Swiss Foundation for Solidarity in Tourism to cover the costs of capacity building events; the municipality bought beds for 10 families and has also helped construct 11 properly equipped bathrooms.

Ownership: The homestay is governed by a committee of 11 members of the Dalit community, elected by the host families themselves. The committee is responsible for the homestay infrastructure and distributing the guests.

CHALLENGES

Not everyone can participate: Not all Dalit people own the land they live on, meaning they cannot be formally registered or host people. Some houses are too small to host guests. The Hands-On Institute has made sure that these people can participate by providing additional services such as music and pottery classes.

Language barrier: The Dalit people don't speak English, so they need the continuing support of the NGO for requests from abroad. Some young people are now learning English so that they can take over in the future.

Exposure: At the beginning, when still new, the homestays got a lot of attention. Now it is hard to get enough exposure to attract potential guests. Because of COVID, the relationship with former clients – potentially interested in coming back – has been lost a little.

Involving women: although the homestays are run by women, the decision-making processes are still dominated by men. This could be improved.

EVIDENCE	18 families are currently officially registered as host families. The village can host a maximum of 35 guests at once. In the first two years, approximately 300 people from 18 countries experienced the community's hospitality. Income for participating families makes a great difference for them individually and the community as a whole. And maybe most importantly, the Dalits are now taken seriously by other members of the community and by local authorities: the Dalit community chairman was elected as the chairperson of the local school, and the government has provided financial means to improve trails and physical infrastructure because the Dalits receive visitors from abroad.
REPLICABILITY	The initiative is suitable for replication in other traditional communities that are close to major tourist destinations (or otherwise well located). Homestays are inherently small scale and therefore also have a primarily local impact. However, even with small visitor numbers, these initiatives can be of great value for the local communities involved.

Source of information:

- *Interview with Samrat Katwal, co-founder of the Hands-On Institute*
- *Sources for further reading:*
- *https://onceinlife.org/*
- *https://dalithomestay.com/*
- *http://conference.ioe.edu.np/publications/ioegc2019-summer/IOEGC-2019-Summer-053.pdf*
- *https://kathmandupost.com/national/2018/12/29/dalit-homestay-blazes-a-trail-in-fighting-untouchability*
- *https://myrepublica.nagariknetwork.com/news/dalit-homestay-is-foreign-tourists-first-choice/*
- *https://old.risingnepaldaily.com/miscellany/dalit-homestay-foreign-tourists-first-choice*
- *https://informnepal.com/an-exemplary-effort-led-by-aapshawara-community-dalit-homestay-to-put-an-end-to-discrimination/*
- *https://www.tourism.gov.np/files/publication_files/312.pdf*

CASE STUDY

Meaningful local cultural experiences through community tourism products (Sweden)

TYPE OF EQUITY	Cultural
CASE STUDY	Meet the locals
LOCATION	Sweden
MECHANISM	Experiences offered by locals – an initiative to include the wider community in the tourism destination offer
CASE DESCRIPTION	Meet the Locals is an initiative of West Sweden Tourist Board that started in 2017, with the aim of fostering shared experiences between visitors and locals. Locals participate in the programme voluntarily and can decide which aspects of daily life they would like to introduce visitors to. The programme is designed to generate mutual benefits and lasting memories for both locals and visitors. The activities are organised into themes, such as gardening, cycling and hiking and fit with the overall destination development ambitions of West Sweden Tourist Board.
	Currently there are about 30 locals participating in the programme. While residents are able to charge a fee, most of the experiences offered are free of charge. Interested locals can sign up via the Meet the Locals website.
	"It's really open to anybody… they can offer all sorts of experiences. We have found that we have some locals that naturally fit into our West Sweden tourist boards' wider marketing activity."
	(Robert Cullen, Project Leader, West Sweden Tourist Board
STAKEHOLDERS	• West Sweden Tourist Board • Local residents
ROLE OF THE DMO	Whilst the programme was initiated by West Sweden Tourist Board which promotes the initiative, features it on its website, and provides the technical background, such as running the webpage where visitors and locals can connect, the Tourist Board is not in contract with the locals, nor responsible for the quality of the service. The Tourist Board however is actively engaging with local residents via a variety of promotion and marketing activities. Awareness of the programme is created through brochures in the Tourist Information Office in Gothenburg and in a few other places around the region, as well as on social media platforms. The Tourist Board also holds meeting with the local residents once or twice a year.
	"When it launched we did a more major marketing campaign and it was picked up by a lot of press, because it was something quite new and interesting. A lot of people were interested in the way it was bringing in local residents into tourism."
	(Robert Cullen, Project Leader, West Sweden Tourist Board

EQUITABLE OUTCOME	**Cultural equity outcomes:** Through this initiative local people and the West Sweden Tourist Board collectively promote authentic local experiences that allows for a **more meaningful representation of cultural heritage (based on local values and perspectives)**, which in return fosters **a sense of belonging**.
	The opportunity to showcase one's way of life **generates pride and a feeling of satisfaction.** The encounters are generally considered mutually beneficial and enriching.
	While the initiative is not aimed at local businesses promotion, in some instances it can serve as **a testing ground for new ideas and experiences developed by community members.**
RESOURCES	West Sweden Tourist Board provides financial resources. The annual budget is about €25,000, which covers website maintenance, brochure printing and distribution. It also includes activities such as filming some of the experiences to create video content for the website. In terms of staff capacity, approximately 20% of the hours of one staff member is allocated to this project.
SUCCESS FACTORS	**Commitment:** The commitment of West Sweden Tourist Board plays a key role. Furthermore, taking ownership of the project by one dedicated staff member helped to bring this project to life.
	Community support: The openness of the local community and genuine interest in sharing the local way of life is also crucial.
CHALLENGES	**Segmentation, targeting, positioning:** Given the wide range of experiences offered by the locals (some considered niche), defining, targeting and attracting the right market is seen as a challenge. To support programme and market development, website analytics need to be built into the website, to understand market characteristics.
	Capacity management: The aim of the programme is to keep the balance between demand and the capacity of the local residents to provide the experiences. One challenge is to maintain this balance without overwhelming the residents, who then may lose enthusiasm and motivation.
	Commercialisation: Avoiding commercialisation of the local experiences is vital as 'Meet the locals" is not a commercial platform.
	Safety: Ensuring safety of local people is fundamental. Any issues that may arise can be reported to West Sweden Tourist Board and residents are encouraged to think critically about accepting a request or not.

EVIDENCE

The number of local people involved (currently about 30) is seen as a measure of success. Their satisfaction is monitored too, however, currently this feedback is mostly verbal and not based on regular surveys. Similarly, visitors who participate in the local experiences are encouraged to give feedback.

''The feedback we get is always incredibly positive. It is just that human satisfaction of meeting people and sharing your life, and hearing about their life."

(Robert Cullen, Project Leader, West Sweden Tourist Board)

SCALING UP

The programme currently works with individuals, however there are ambitions to involve community-based organisations to grow the network and the number of experiences offered.

Local residents are able to promote local events on the ''Meet the locals'' website. This function is currently underused. There is a potential to promote this function more to create more engagement, shared experiences and places amongst residents and visitors.

''There's a growing trend for people to want more authentic experiences and get closer to the community and feel that they are contributing something, not just taking from the community."

(Robert Cullen, Project Leader, West Sweden Tourist Board)

REPLICABILITY

The initiative is relatively easy to replicate in other, both mature and developing destinations. Besides its potential to actively engage the residents with the destination offer, the programme can also support market development, extension of the main season or adding new experiences to the product portfolio.

Source of information:
- *Interview with Robert Cullen – Project Leader, West Sweden Tourist Board*
- *https://meetthelocals.se/en/locals/*

TOURISM EXPERIENCE EQUITY
Case Studies

Enhancing local access to leisure and travel through collaborative partnerships (UK)

SLIMBRIDGE SHUTTLE

TYPES OF EQUITY	Tourism experience, economic
CASE STUDY	Go Community Rail Partnership CIC
LOCATION	Gloucestershire and Oxfordshire, UK
MECHANISM	Social tourism enterprises/initiatives; locally focused tourism product development
CASE DESCRIPTION	*"Equitable tourism is very much about reducing the barriers to accessing a place, not only for visitors, but also for local people. And about making sure that destinations are looked at critically from a place-based and community perspective to identify and understand what needs to change, to be improved or indeed celebrated in terms of access. Our 'Access to Leisure' strategy is really about understanding the barriers to access for local people and for visitors and really thinking about how we can make that a more equal playing field in terms of who can experience and enjoy that place, and how local people can have control over what becomes of their destination."*

(Hannah McDonnell, Executive Director, Go Community Rail Partnership CIC)

Go Community Rail Partnership CIC (GoCRP) works to share the benefits of leisure and tourism with local residents and businesses, whilst working to create a low-carbon visitor economy. A key area of focus is on young people, especially those from underserved and minority groups who are often unable to access nearby natural spaces. By fostering a sense of ownership and connection to local places through sustainable travel options—including rail, walking, and cycling—GoCRP aims to help tackle outward migration and overcome barriers to access and transport poverty.

Key initiatives supporting this approach have included:

- **Youth programmes such as 'Getaway' and Movement':** GoCRP worked to create opportunities for young people to confidently travel independently by rail, partnering with community organisations including The Friendship Cafe and The Music Works to engage young people in co-designing rural experiences. In 2023-4 the project delivered 16 day-trips (8 each in Gloucestershire and Oxfordshire) with eight community partners, with 250 young people taking part in activities such as canoeing, farming, and mountain biking.

CASE DESCRIPTION

- **Product development and promotion through 'Taste for Travel':** GoCRP has collaborated with local businesses to develop experiences and a series of themed trail maps starting from rail stations celebrating 'Integrated Travel', 'Food & Drink', 'Black History' and 'Wellbeing Walks'. These initiatives aim not only to reduce economic leakage and generate benefits for local SMEs (who make up almost 90% of the tourism economy in the county) but also to attract visitors.

"We aim to connect people to places that are going to benefit the local area. So we'll think about what people might eat when they visit, where they might stay and where they might explore, where they will spend money and fundamentally to keep them staying and exploring and lengthening their stay in the place whilst experiencing what's genuinely local to Gloucestershire and Oxfordshire."

(Hannah McDonnell, Executive Director, Go Community Rail Partnership CIC)

- **The 'Train Tripper' app**, designed to help young people build itineraries and develop their confidence through the pre-planning of trips. The platform links to local businesses and also has an integrated carbon calculator tool.
- **An 'Access all Areas' campaign** audited 20 destination attractions in terms of their accessibility and promoted examples of good practice to others.
- **Development of toolkits:** One toolkit showcases the potential for collaboration between Community Rail, transport providers and destinations, whilst another helps businesses speak the right language around travel and transport connectivity. This was developed in collaboration with young people to understand relevant language and incentives for the next generation of travellers.
- **The Let's Talk Travel programme** provides employability professionals and potential travellers with information on travel confidence and access to work via public transport. Resources help raise awareness of transport barriers, maximise access to information, and equip professionals and tutors to support their clients. A **Travel Confidence film** produced in partnership with rail and bus operators provides advice around wayfinding, tickets, accessibility, safety strategies, and travel anxiety to new digital audiences, and acts as a training resource for professionals.
- **Bringing together key local stakeholders** to identify ways in which they can collectively tackle barriers to access and improve connectivity for visitors and local people. Seeing the benefits created by improved connectivity, Gloucestershire County Council has worked in partnership with GoCRP to pilot 'The Robin', a local demand-responsive transport service linked to rail to support improved access to leisure and nature and connect rural locations without a regular service.
- **Partnering with local organisations:** GoCRP works with a host of local groups, including Active Gloucestershire, Active Oxfordshire and Inclusion Gloucestershire, as well as Barnwood Trust on a programme to enhance access to nature.

STAKEHOLDERS	GoCRP's ethos is one of working in partnership, with:

- Destination organisations
- Rail and other transport operators supporting on integration and connectivity
- The UK Department for Transport
- Community groups such as Active Gloucestershire, Active Oxfordshire and Inclusion Gloucestershire who offer expertise and user perspectives on access
- Local businesses – to ensure they are represented and promoted as they would like
- County and local councils with influence over planning decisions and transport connectivity
- University students, who have engaged in volunteer activities and research projects, whilst offering a fresh perspective
- Partner organisations such as the National Trust, Cotswolds National Landscape and major visitor attractions who are able to influence decision makers as key players in the tourism landscape.

ROLE OF THE DMO	GO CRP actively engages with its local and regional destination organisations, who are well placed to represent business needs as well as to understand how visitor behaviour and choices can be influenced through marketing and communications.
EQUITABLE OUTCOME	**Tourism experience equity outcomes:** GO CRP's initiatives have succeeded in **lowering the barriers for participation in tourism experiences for local communities**, particularly for those from diverse backgrounds, including those with mobility challenges, low-income individuals, young people, marginalised groups and underrepresented communities who have an **increased sense of belonging**. They have gained in confidence to travel by train to local areas and can encourage others in their family or social circle to do so too, leading to **stronger connections with friends/ family through shared experiences** as well as **positive physical and psychological benefits.**
	Economic equity outcomes: Economically, local businesses have also benefited through trails and maps linking visitors to local produce, accommodations, and experiences, encouraging them to spend money locally and contribute to the local economy. GoCRP's approach has helped **fostered partnerships among businesses** who recognised the value of working together, enhancing cooperation and mutual support and positive customer engagement.

SUCCESS FACTORS

- Collaborative, cross-sector partnerships between GoCRP and destination organisations, planners, transport providers, community groups, visitor attractions, local businesses, and government agencies
- Community engagement experience and expertise and time taken to ensure authentic, inclusive and meaningful involvement
- Balancing grassroots engagement with strategic vision to influence decision-makers, secure funding, and drive systemic change
- A place-based approach focusing on context-specific solutions, such as promoting accessible destinations and integrating public transport with tourist attractions
- Demonstrating quick wins to build stakeholder confidence and support
- Alignment with local political agendas and priorities
- Leveraging financial and in-kind resources from multiple sources
- Targeted programmes to respond to specific local and community needs

CHALLENGES

- Limited quantitative data on economic benefits due to funding constraints
- Concerns about greenwashing among businesses resulting in their losing confidence in promoting their achievements. GoCRP works with them to encourage them to look at marketing sustainability collaboratively.
- Financial constraints and resource management: avoiding dependency on grant funding, addressed through innovative models such as a paid service offer for planners seeking to work with communities
- Time and resources needed to establish trusted relationships, build genuine understanding, adapt to diverse needs and overcome barriers to community engagement – tackled through strong partnerships and tailored outreach programmes

EVIDENCE

· Between 2022 and 2023 the Let's Talk Travel programme engaged 60+ organisations, 200+ employability and educational professionals and 300+ potential travellers with information on travel confidence and access to work via public transport. Over 5,000 resources were shared, raising awareness of transport barriers, maximising access to information, and better equipping professionals and tutors to support their clients.

· Between 2023 and 2024 163 young people were taken on train trips to build travel confidence

· Between 2022 and 2023 2,729kg of CO2 was saved on Getaway trips. The Movement programme for young people resulted in 70% feeling more confident using the train and 84% reporting they'd enjoyed spending time with others

· The Taste for Travel initiative saw 8,500 active travel engagements across social media between 2022 and 2023, 4,000 Black History Maps and over 2,000 Wellbeing Walks maps have now been distributed and 75 local businesses and attractions supported.

· Over 300 destinations are now listed on the TrainTripper website. In 2022-2023 the site received over 2,000 visits, with 70 itineraries created and a 50% click through to book train tickets. It's also receiving attention from travellers and organisations interested in using it for carbon calculations.

· Between 2023 and 2024, 166 connections were made with other local organisations, over 1,500 young people engaged with GoCRP programmes and 24,500 leaflets, access and trail maps were distributed

REPLICABILITY

Key factors for successful replication include a strong commitment to place-based approaches, intentional and effective partnership working, a deep understanding of the diverse needs of residents and visitors and the flexibility to adapt strategies based on available resources and political will.

Making Holidays Possible for Everyone through Social Tourism Initiatives (Belgium)

Image credit: Iedereen Verdient Vakantie

TYPE OF EQUITY	Tourism experience
CASE STUDY	Iedereen Verdient Vakantie – Everyone Deserves a Holiday
LOCATION	Belgium
MECHANISM	Social tourism enterprises/social tourism initiative, government subsidies
CASE DESCRIPTION	One of Toerisme Vlaanderen (Flanders Tourism)'s three pillars is to make holidays a possibility for everyone. Iedereen Verdient Vakantie (Everyone Deserves a Holiday) is an initiative of the Belgian government aiming to do just that, focusing on people who cannot afford it. About 13.5% of the Flemish population (914,000 people) are unable to go on holiday outside their usual environment.
	The initiative is a network model, in which the government, tourism businesses and social organisations all have distinct responsibilities and closely cooperate. The initiative started in 2002 and has been developed ever since. However, as far back as 1936, large companies had begun to agree that all employees should be able go on holidays at least once a year as a mandatory requirement. As a result, many holiday resorts and houses were established along the Belgian coast to enable people to take a few days off and go on holiday. Later, trade unions bought these holiday centres and offered affordable holidays to employees.
	So since 2002, the government's focus has been to improve the affordability of holidays on the one hand and the accessibility of destination Flanders on the other hand. Because of the partnerships with both public and private partners, tourism and leisure related companies are encouraged to invest in accessibility and mobility and they are willing to provide discounts for people who cannot afford it.
	There are now 1600 social organisations that closely work together with people who need support. These organisations visit people at home and help to identify their needs and the obstacles to them going on holiday.
	To lower the bar and encourage people to reach out to the offers of Everyone deserves a Holiday, the "Rap op Stap" offices have been introduced. At over 140 local offices throughout the country, volunteers who closely work together with people eligible for the scheme, help them to get an idea of the offers and bookings. About 50,000 people (30% of all bookings) arrange their holidays through one of these local offices.

STAKEHOLDERS	· Flemish government
	· Visit Flanders (DMO)
	· Private tourism companies (holiday parks, attraction park)
	· Public tourism companies (museum etc.)
	· Volunteers
	· Social organisations

ROLE OF THE DMO

Role as a cross-pollinator

Everyone Deserves a Holiday wants to fulfil the unique role between several sectors that at first glance have little to do with each other: the tourist market on the one hand, and social, local organisations on the other. This initiative includes all partners that are significant in the entire holiday chain. Mutual understanding and fostered commitment lead to a fruitful collaboration in which each partner contributes from its own model. As a cross-pollinator, the team is alert in discovering and connecting strengths.

Role as initiator and facilitator

Everyone Deserves a Holiday collects and promotes the social rates provided by the tourism sector and is the holiday intermediary between supply and demand. In addition, the team stimulates all initiatives and activities that organisations, participants and entrepreneurs organise. The team encourages innovation and meeting, without losing sight of the subsidiarity principle. The network connectors provide and request input, it is two-way traffic. The objective is clear, but the actions and implementation are flexible.

Role as quality assurer

Everyone Deserves a Holiday is a central point in the network, keeps the goal focused and works together with the partners. The team is responsible for basic coordination, making agreements with network partners and carefully monitoring the correct use of social rates. Support is provided where necessary. The quality of the learning process lies in the connection. A lot of attention is consciously paid to meetings between partners, through workshops and events. Every opportunity is a learning moment and learning is deeper when partners also know and recognise each other as people. 'Connection for content' is the guiding principle.

EQUITABLE OUTCOME

Tourism experience equity outcomes: The network and initiatives from the government have served to lower the barriers for participation in tourism experiences for local communities, since a large group of people who would normally not be able to join leisure activities are able to take part. In turn this contributes to more people feeling valued within society and **an increased sense of belonging.**

SUCCESS FACTORS

- A clear strategy with a widely shared vision for tourism from the national government and acknowledgement that leisure is a human right.
- Collaboration and clear agreements between government and all stakeholders.
- Active involvement of volunteers and social organisations.
- Subsidy and commitment from the government.
- Quality and cooperation agreements e.g. to conclude with each provider to determine rates and operating principles.

CHALLENGES

- Limited funding and capacity to facilitate affordable offers from all partners involved.
- Managing stakeholder expectations.
- Adapting to changing market dynamics and inflation, other crises and problems have more priority.
- Ensuring effective communication and stakeholder engagement
- People involved often feel embarrassed and it takes a long time to build a relationship between the organisation and people involved
- Holiday 'illiteracy': in many cases, people have no idea where to start looking for holiday opportunities, the booking process and other questions that might come with going on holiday.

EVIDENCE

Every year, the Flemish government publishes the results and numbers and reports on the impact of the network. In 2023, over 152,000 people were able to go on holiday. This has been achieved by more than 600 partner companies offering discounts, together with 2200 social organisations.

REPLICABILITY

The Flemish model is a good example of how the government can contribute to holiday participation in a country. However, the network can only be successful when funding is provided and fully embraced by the government. Also, the network of social organisations and volunteers are crucial in this model.

Source of information:
- *Interview with Jeroen Marijsse - Toerisme Vlaanderen*
- *https://www.iedereenverdientvakantie.be/nl/over-ons*
- *https://www.iedereenverdientvakantie.be/nl/over-ons/de-drie-rollen-van-de-overheid*

CASE STUDY

Supporting Family and Community Well-being through Social Responsibility Initiatives (Canada)

TYPE OF EQUITY	Tourism experience
MECHANISM	Social responsibility initiative
INTERVENTION	Destination Toronto: Relax, Recharge, Renew Programme
LOCATION	Toronto, Canada
CASE DESCRIPTION	The Relax, Recharge, Renew (RRR) Programme is a social responsibility initiative that targets local parents or primary caregivers of children with complex special needs. The programme is as an example of a 'DMO-led respite-caregiver programme' or 'respitality'. Participating families come from the Toronto region, and are identified by one of several high-quality, provincially-funded respite care centres.

Started in 2008, the initiative builds on DMOs' capacity to put tourism at the service of the community. Families, who would otherwise not have the means to participate in tourism experiences, get the opportunity to create lasting memories, experience the city in ways they did not before, and spend valuable quality time together.

This is made possible through the mobilisation efforts of Destination Toronto (DT). The DMO uses its extensive network across the visitor economy to create weekend packages via donations and financial support from the local business community. Destination Toronto does not own the products and experiences offered. The initiative, built on the principles of social intrapreneurship not only showcases the benefits tourism can bring to local communities and ways it can support community well-being, but also highlights the power of local partnerships and the importance of corporate social responsibility.

While numerous initiatives exist whereby tourism businesses offer discounted or free tickets or access, the Destination Toronto is in a position to offer a comprehensive experience by coordinating and packaging the various components of the destination offer together. The participating families are offered weekend packages that consist of transportation, a two-night hotel stay, experiences and attractions tailored to their interests, and meals.

"So much care that's offered for children but there aren't usually the same levels of support available to their parents. There was an idea that maybe Destination Toronto could step in and provide programming to fill a gap."

(Annie Ewing, Community Engagement Manager, Destination Toronto)

STAKEHOLDERS	· Destination Toronto · A range of industry partners including hotels, visitor attractions, restaurants, transportation companies etc. · Respite care centres such as Community Living Toronto, or Reena and Respite Care – Safehaven. · Canadian Centre for Caregiving Excellence – a non-profit body that supports caregivers and brings together caregiving organisations through programming, funding, and advocacy
ROLE OF THE DMO	Destination Toronto plays a key role in managing the programme. The DMO provides a group of 10 staff volunteers to run the initiative and one employee whose task description includes leading the RRR programme. DT is responsible for collecting in-kind donations that can be offered as part of the weekend package. The DMO coordinates with the business partners, and with the help of the volunteers with the families themselves. While the DMO is not responsible for marketing the opportunity to the families (the respite services organisation is) they do engage with the families in the planning phase to ensure that the experience is tailored to their needs, as well as in the post-experience phase to monitor satisfaction.
EQUITABLE OUTCOME	**Tourism experience equity outcomes:** Based on the testimonials and feedback from the families, besides **being able to benefit from the visitor experience Toronto has to offer**, the weekends are **a great source of rejuvenation** and can act as **a transformative experience impacting positively on the parents' mental health**, leading to an **increased quality of life.** The initiative brings together a large number of stakeholders who want to support community development and drive social change. The programme offers the opportunity to network and strengthen community relationships by supporting a common goal. It fosters an **increased sense of belonging.** Furthermore, the positive feedback from the families serves as great motivation and **a source of personal satisfaction and pride for the volunteers**, allowing them to make a real difference.
RESOURCES	The programme is part of DT's annual budget. Approximately CAN$10,000/year is allocated to the programme. While the Programme manager oversees operations and the coordination of the programme, the RRR Programme relies heavily on the work of volunteers. Volunteers contact the families 2 months in advance of the staycation to ensure that the itinerary matches their availability, needs and expectations. Donations such as gift cards, gift certificates tickets etc. are at the heart of the initiative.

SUCCESS FACTORS

Industry partnerships: For the year 2024 close to 50 industry partners have committed to support the programme. Without the donations of the local business community the programme could not exist. DT acknowledges the donors for the support and efforts in events and other platforms.

Collective commitment: The continuous and successful implementation of the initiative depends largely on the dedication of Destination Toronto (the programme is included in the annual business plans), industry partners who provide the various components of the weekend package, as well as the dedication of respite centres, who have the necessary knowledge and expertise to identify the families in need. Only through long-term collective commitment (donations, financial resources, time) can the programme continue to exist.

Intrapreneurial independence: The programme came to existence after one of the employees of Destination Toronto realised the opportunity of the DMO to drive social change and mobilised colleagues to build an initiative focusing on local parents and primary caregivers of children with complex special needs, a segment of the local community previously underserved by tourism. The programme may not have come to life, without the independence, mandate and resources to act.

Communications and transparency: Facts and figures showcasing the impact the donations have on families and reporting back to the donors increases trust and encourages continuous support.

Digitisation of logistics: DT has developed and digitised internal processes to help with the inventory of donations, communications, task allocation, to monitor the status of each weekend package etc.

CHALLENGES

Staffing and availability of resources: To ensure the uninterrupted operation of the programme, DT needs to make sure that volunteers are available to run the programme throughout the year and that at least one staff member has an official responsibility to manage the programme with the necessary time allocated to it. Furthermore, occasionally DT uses its own budget to cover expenses that fall outside the available donations.

Logistics and coordination: while DT has some criteria when accepting donations (e.g. hotels are usually asked for 2-night stay including breakfast and parking) it is challenging to match the available donations to the availability, needs and interests of the families. The needs of families may also change between the time they were accepted into the programme and the gifted weekend. This requires flexibility from the DT staff to make last-minute changes to the itinerary.

''You want to keep things so simple for these parents that have such complicated lives. There can be a lot of back and forth between me and the volunteers and the caregivers to make sure that we are coordinating a weekend that really works for them. That doesn't add to their stress, but allows them to feel really excited about exploring Toronto.''

(Annie Ewing, Community Engagement Manager, Destination Toronto)

Managing expectations: DT's goal is to provide families with memorable experiences, however they are dependent on the donations available to them. These may not always match with expectations of the families. Clear communications about the possibilities and managing expectations are therefore key to avoid potential disappointment.

''When the volunteers first call the participants, they will ask them...to tell us a bit about themselves. Our volunteer will look at the list of donations, and provide four options. The participants can choose two. I also included in the intake forms a little explanation of where these donations come from. Trying to manage their expectations before they have those initial conversations with our volunteers has really helped.''

(Annie Ewing, Community Engagement Manager, Destination Toronto)

Marketing and communications: While communicating about the impact the programme has on the families and their lives is important and can act as a catalyst for further developments, over-promoting the initiative can create the impression of ulterior motives and social washing. Finding a balance is therefore key.

EVIDENCE

Since the programme began in 2008, more than 600 families have benefited from the initiative. For the year 2024, 36 families have been selected to take part. DT monitors the number of completed trips, however the testimonials serve as a better indication of the real impact the programme has on the lives of the participating families.

REPLICABILITY

The mechanism builds on a unique model that requires dedication from the DMO and commitment from a range of industry partners as well as cross-sectoral cooperation with the respite centres. It is crucial that DMOs recognise the efforts of the business community in place already and elevate these by packaging the individual components of the tourism experience into a comprehensive offer gifted to an underserved segment of the community. It is advised to integrate such initiatives into the strategic plans of the DMO, with dedicated human resources and budget.

"We would love to see other destinations pick up our idea and run with it."

(Annie Ewing, Community Engagement Manager, Destination Toronto)

Source of information:
· *Interview with Annie Ewing – Community Engagement Manager, Destination Toronto*
· *Fei, A., Day, J., & Ewing, A. (2024). Toronto's Respite Programme for Families of Children with Complex Needs. Tourism Cases, tourism202400027. https://doi.org/10.1079/tourism.2024.0027*
· *https://www.destinationtoronto.com/about-us/community-impact/relax-recharge-renew/#:~:text=Relax%2C%20Recharge%2C%20Renew%20is%20Destination,children%20with%20complex%20special%20needs*

CASE STUDY

A practical response to economic homelessness through social tourism (Netherlands)

TYPE OF EQUITY	Tourism Experience Equity (a hospitality initiative that supports public-good projects)
CASE STUDY	ROOM FOR CHANGE
LOCATION	Netherlands (Amsterdam, The Hague, Rotterdam, Utrecht and Eindhoven)
MECHANISM	Social tourism enterprises/initiatives; awareness and education
CASE DESCRIPTION	'ROOM FOR CHANGE' is a social responsibility programme for hotels, harnessing the power of the hospitality world to make a positive impact in the lives of people temporarily without shelter (economically homeless without addictions or psychiatric indications). Staying in the hotel combined with the guidance of social partners allows participants to (re)build their lives and move on to sustainable housing after a period of 3 to 6 months. Participants pay a small fee of €15 a night to cover costs and to stimulate self-reliance. So far more than 150 participants have found shelter via this programme.
STAKEHOLDERS	· The Present (The Present 100 and The Present Movement) as initiator of the programme 'ROOM FOR CHANGE' · Hotels that donate rooms · Social partners (e.g. De Regenbooggroep in Amsterdam) that select, place and supervise participants. · Participants (economically homeless people) · Start Foundation (foundation for creating a fairer labour market in the Netherlands) for funding · Volunteers (e.g. as ambassadors or researchers)
ROLE OF THE DMO	In this particular project the DMO was not involved, but they could have a role in promoting this programme to hotels and to connect ROOM FOR CHANGE to individual hotel managers they know that have a drive for societal impact. Moreover, they could help participating hotels to showcase the impact they create.

EQUITABLE OUTCOME

Supporting public-good projects and Increased quality of life: Many find a job and sustainable housing afterwards.

Increased sense of belonging or civic pride: Participants experience human dignity. Participants are treated like any other guests in the hotel, instead of being labelled as homeless, which helps them regain a sense of self-worth.

Tourism experience equity outcomes: Lowering the barriers for participation in tourism experiences for local communities: While housing is a serious societal challenge in the Netherlands this programme provides a temporary solution for economically homeless people.

"The bit that is super impactful is finding the peace and quiet they have lost all this time (...) Combined with the guidance of our social partners (...) they can step towards rebuilding their lives (...). At some point then, they have slept enough and they have regained some strength. (...) You see that they blend in with the rest of the hotel guests, so there isn't really a difference between them and the guests. Which is of course very different if someone is living on the streets."

(Djony Jaegers)

SUCCESS FACTORS

- Serious alignment between ROOM FOR CHANGE, the hotel and the social partner resulting in clear agreements and specific rules on paper.
- The large network of The Present Movement.
- General managers making a strong (personal) case for the programme.
- Hotels and entrepreneurs motivating and inspiring each other.
- It is an established model that can help hotels enhance their corporate social responsibility.

CHALLENGES

- Economically homeless are not always registered and are therefore hard to find or reach by social partners.
- Enlarging scale. For now the contribution to the whole problem of homeless people is relatively small, but it does have an enormous impact on the individual lives.
- Hotels need budget, space and a certain scale.
- Flexibility; hotels cannot always offer rooms on a structural basis.
- Finding the right person at the hotels, who cares and takes a sense of ownership.
- Selecting economically homeless people that are suited to stay in the hotels.
- Privacy makes impact measurement somewhat complicated.

EVIDENCE

- A document created full of stories of participants that have checked out.
- Personal letters from participants
- Interviews in the media given by previous participants
- A participant survey is currently being developed to monitor the impact of the initiative.

REPLICABILITY

There are plans to roll out this project to the ten biggest cities of the Netherlands. These cities have their own context (for example, the hotels in Breda are of a smaller scale than in Amsterdam). The project could be replicated in other countries, depending on local legislation and policies. For example, in order to be able to pay the fee it is crucial that the participant receives social benefits. In the Netherlands, homeless people can get social benefits, if they can proof that they have a residential address (the hotel). This monthly benefit is the same amount as the fee they need to pay. It is also dependent on the policies for homeless people. For example, the municipality of Amsterdam makes a distinction between economically homeless people and socially homeless people. How 'homeless' is defined is important to be able to find suitable participants; if the economically homeless are not classed as homeless then they can't be registered.

Source of information:
- *Interviews with:*
  - *Djony Jaegers - Relations Managers hotels & partners, The Present Movement*
  - *Julia Tebbe, project manager - Tijdelijk Onder Dak, De Regenboog Groep*
- *ROOM FOR CHANGE: https://www.roomforchange.world/*
- *The Present, https://www.thepresent.world/*
- *Rubio, I 04-04-24 Dakloze Timon slaapt al vijf maanden in dit viersterrenhotel: 'Heel rustgevend' AD https://www.ad.nl/binnenland/dakloze-timon-slaapt-al-vijf-maanden-in-dit-viersterrenhotel-heel-rustgevend~a93c6659/?referrer=https%3A%2F%2Fwww.linkedin.com%2F%3Fcb%3Deeae6a3b-4f7a-4151-82c6-d12d154b2ac2&auth_rd=1?cb=bda69a84-97cf-4edb-a8f4-2f5141219608&auth_rd=1*
- *HOTELVAK (2023, June 9) Nieuwe campagne van The Present Movement doorbreekt stigma's over dakloosheid. https://www.hotelvak.eu/hotel-nieuws/nieuwe-campagne-van-the-present-movement-doorbreekt-stigmas-over-dakloosheid/*

PARTICIPATORY DECISION-MAKING
Case Studies

Enhancing Local Governance through Citizen Participation in Tourism (Germany)

Image credit: visitBerlin Foto Felix Zahn

CASE STUDY	Visit Berlin / Citizen Council for Tourism
LOCATION	Berlin, Germany
MECHANISM	Citizen Participation
CASE DESCRIPTION	Established in 2022 as part of Berlin's 2018 Tourism Concept, the Citizen Council for Tourism is an innovative collaboration between Visit Berlin (a public-private organisation) and the Senate for Economy and one of the first such councils in the world. The Citizen Council works closely with all the different districts of the city to provide the government with local stakeholder and citizen perspectives from across the city, on issues relating to tourism development and in response to concerns around over tourism. The Council mediates between politics, administration and urban society and is committed to the development of tourism in the city in a future-oriented, environmentally friendly way. It does this by promoting an open dialogue and the involvement of citizens in order to find innovative and attractive solutions together. Every year, a public Citizen Forum is organized, bringing together all members of the Tourism Council to discuss critical city issues with the Citizen Council, focusing on ways to improve the quality of life for residents.
STAKEHOLDERS	Strategic meetings involving Visit Berlin, the Senate for Economy and the Citizen Council are held every three weeks. Additionally, Visit Berlin regularly engages with the Council to stay informed about the specific needs of each district. The Tourism Council's Advisory Board operates independently and consists of 24 members, with two representatives from each district. It is supported by a team of four spokespersons and an independent office, commissioned by both the Senate Department for Economics and Visit Berlin. Visit Berlin is funded through a mix of private and public sector contributions. Destination development, however, remains a publicly funded, non-profit effort. Funding for the Citizen Council for Tourism, provided by the Senate Department for Economy, is allocated for organizational and administrative purposes, but not for specific projects.
ROLE OF THE DMO	Visit Berlin plays a central role in the initiative by monitoring sentiment in the different districts and holding strategic conversation with the Citizen Council. *"We do not really think we have overtourism, but it is important to keep up the dialogue. For example, I am doing a tour around Berlin in the different districts, face to face, communicating about tourism development with citizens/residents in certain places."* (Philip Nebe, Project Manager, Destination Development, Visit Berlin)

SUCCESS FACTORS

- **Political Will:** Berlin's liberal values foster a positive attitude towards citizen participation. This means that local people are able to have a stake in decision making around tourism development.
- **Citizen involvement** in grassroots initiatives help create awareness.
- **Focus on creating mutual benefits:** Improvements for tourists often enhance the experience for residents, contributing to the overall quality of life in the city.

CHALLENGES

- Diversity of stakeholders included in the Citizen Council for Tourism.
- Some districts used a random selection of the members of the Council and other districts choose the participants according to their criteria. Currently around 50 % of the districts choose the members of the Citizen Council randomly.
- Sometimes there is an imbalance of knowledge and power within tourism in the district, linked with economic interests.

EVIDENCE

Evaluation is the participation of local community members which is due in 2025.

REPLICABILITY

Currently, the idea of a Citizen Council for Tourism is not used in other destinations in Germany but we can find multiple examples in other destinations.

Source of information:
- *Interview with Philip Nebe, Project Manager, Destination Development, Visit Berlin*
- *Project information: www.visitBerlin.de*

CASE STUDY

Revitalising Cultural Pride through Meaningful Local Participation (Netherlands)

CASE STUDY	Waardevol (Valuable) van Gogh
LOCATION	Drenthe, Netherlands
MECHANISM	Community engagement in tourism product development
CASE DESCRIPTION	In 1883, the world-famous artist Vincent van Gogh stayed in Hendrik Scholte's lodging in Nieuw-Amsterdam/Veenoord in the Province of Drenthe for three months – a short but important period in his life where he developed his passion for painting. This was not well known locally or by visitors. In addition, research had shown that improvements could be made to the extent to which tourism and recreation benefited the village and impacted the quality of life of its residents. In 2023, to mark 140 years since his transformative stay, the project 'Waardevol Van Gogh' was established. The goal of this project was to create added value for residents in Nieuw-Amsterdam/Veenoord by making Van Gogh visible and experienceable (for tourist visits), thereby boosting the physical and social living environment, in order to: · Increase support among the local population to promote Van Gogh Drenthe; · Encourage meetings within the village; · Strengthen cultural identity and pride. The action plan revolved around developing three interventions: · A work of art on the former grain silo and creating a flower picking meadow maintained by village residents · An open entrance and terrace for the Van Gogh House Drenthe. · A living room in the Van Gogh House as a meeting place for residents.
STAKEHOLDERS	· Van Gogh House Drenthe (museum) · Plaatselijk Belang Nieuw-Amsterdam/Veenoord (village interest association) · Heritage network Emmen · Business Association Nieuw-Amsterdam/Veenoord · Municipality of Emmen · Marketing Drenthe (DMO)
ROLE OF THE DMO	Marketing Drenthe played a role in creating urgency and involvement of residents and coordinated the research that was held in the village to explore the needs and wishes of the residents as well as executing the survey via Facebook after the interventions.
EQUITABLE OUTCOME	**Stronger cultural identity and sense of community:** Improved quality of the living environment due to meadow field, the van Gogh mural and the terrace and 'living room' at the van Gogh house facilitating social interactions. This has led to a stronger sense of collectively experienced pride.

SUCCESS FACTORS	**Early resident participation:** Listening to the various wishes and views within the village was crucial for the desired involvement. It provided extra support and enthusiasm.
	Boosters: People who pull/push the project, guide the process and have time to implement initiatives. Ideally these boosters are rooted in the area.
	Icons: Projects/initiatives with 'high visibility' score best – in particular the flower meadow and the mural.

CHALLENGES	· An important lesson was that parties involved in the organisation sometimes had to take a step back to actually understand what was happening among residents and how tourism could possibly contribute to this.
	· The local context is essential. In other words: stimulating benefits for residents does not have a standard approach, but requires customisation.
	· Having an eye for scale was also important. In the case of Waardevol Van Gogh, there was already enthusiasm at the provincial level, while the project was not yet really alive locally.
	· Finally, it is good to realise that the DMO, in the role of process supervisor, also influences the process itself. Hence, this requires awareness and often a more modest attitude; more in the background.

EVIDENCE	· The results of local research, conducted in September and October 2023 through a poll and survey on the Facebook pages of Plaatselijk Belang Nieuw-Amsterdam/Veenoord and the Trade Association ('Handelsvereniging'), clearly show that the interventions contribute to the intended result. Both entrepreneurs (73%) and residents (76%) were very positive about the attention that has been paid to Vincent van Gogh in Drenthe in 2023.
	· The mural and the flower meadow even score the highest. 93% of residents find the mural appealing and 74% are enthusiastic about the flower meadow. Only 8% of residents are afraid that there will be too many visitors due to the attention paid to Van Gogh.
	· The flower meadow stimulates more contact in the village. The meadow is maintained by about 25 volunteers, and functions as a place where people regularly drink their coffee or where grandma likes to sit on a chair to watch the various daily activities.
	· The mural is unmissable in the village and the results in the poll and survey indicate that the residents are proud of the result.
	· The mural also generated a lot of local and regional publicity. The Van Gogh House itself does not yet feature strongly in the poll and survey, which may be due to the fact that the Van Gogh House was just open to the public at the time of the poll and survey. Nevertheless, the Van Gogh House scores well. 51% of residents find the Van Gogh House appealing. Indirectly, the enthusiasm for the mural and flower meadow creates more support for the Van Gogh story and the Van Gogh House Drenthe.

REPLICABILITY

This intervention is replicable in other destinations, albeit with some customisation, considering the varying local contexts of destinations, including the challenges they face and the wishes and needs of their residents.

Two main things that should be considered here include:

· Do not choose pompous initiatives that lack local involvement
· Concrete results that are visible early on act as motivators.

Source of information:
· *Interviewee: Marketing Drenthe, Yvonne Cornax, Marketing Strategist.*
· *Project information (in Dutch): www.marketingdrenthe.nl/vangogh*

SPONSOR PERSPECTIVES

Generalitat de Catalunya
Government of Catalonia
Catalan Tourist Board

CATALAN TOURIST BOARD

In Catalonia, we are committed to a vision of tourism that transcends mere economic gain, prioritising instead the collective well-being of our communities and the preservation of our environment. This is enshrined in the National Commitment for Responsible Tourism, a roadmap meticulously crafted to ensure that the benefits of tourism are distributed equitably, while minimising harm to vulnerable populations and safeguarding the interests of future generations. Central to our ethos is the belief that tourism should be a force for good, enriching local economies without compromising environmental integrity. We champion alternative models, such as community-based, and we are currently exploring regenerative tourism practices, which not only empower local residents but also nurture the very ecosystems upon which our industry relies. These models serve as the bedrock of our sustainability efforts, embodying our dedication to fostering a tourism sector that is both prosperous and responsible.

In pursuit of a more balanced and equitable tourism landscape, we have developed the Climate Action Plan for the Tourism Sector in Catalonia. This comprehensive initiative is designed to mitigate the environmental impact of tourism by reducing emissions and embracing innovative sustainability practices. By aligning our actions with global imperatives, we strive to position Catalonia as a beacon of responsible tourism within the international community. Crucially, our approach extends beyond mere rhetoric, encompassing tangible measures to promote industry-wide accountability. Through targeted interventions and capacity-building initiatives, we empower tourism companies to embrace their role as stewards of sustainability. By fostering a culture of co-responsibility, we catalyse positive change at every level of the tourism ecosystem, from small-scale enterprises to multinational corporations.

Moreover, our commitment to inclusivity lies at the heart of our tourism vision. We recognise that true sustainability cannot exist without social equity, and thus, we endeavour to create a tourism industry that is as diverse as the communities it serves. By fostering partnerships with local organisations and asking the residents about their views on tourism, we strive to ensure that tourism benefits all segments of society, irrespective of background or circumstance. Central to our approach is the recognition that responsible tourism is not an end in itself but rather a means to an end – a tool for realising the broader development goals of Catalonia. By embedding sustainability principles into every facet of our tourism strategy, we seek to chart a course towards a future where prosperity is synonymous with environmental stewardship and social justice.

In essence, our vision for Catalonia's tourism industry transcends short-term gains, embodying a profound commitment to the common good. Through collaboration, innovation, and unwavering dedication, we are shaping a tourism landscape that is both prosperous and sustainable, enriching the lives of present and future generations alike.

Marta Domènech Tomàs, Director General of Tourism, Directorate General for Tourism of the Government of Catalonia

4VI

4VI

When Author Frommer published the first popular consumer travel guidebook in 1955, "The GI's Guide to Traveling In Europe", inter-continental travel was in its infancy. During these early days, travellers sought to experience places and cultures different from theirs. Frommer's book shared unique elements of life from cities across Europe. This fed the curiosity of people around the world and injected new capital into small and family-owned businesses. In the many decades since the travel and tourism industry has changed and grown immeasurably.

Like most industries, travel and tourism results in many benefits and burdens that are experienced on local and global scales. Benefits such as economic growth, cultural exchange and learning, and infrastructure development must be balanced alongside burdens such as crowding, climate change and the erosion of local cultures. Although addressing these burdens will require widespread systems and localised changes, balancing these benefits and burdens is much easier when local host communities have a more equitable role in the management of tourism and equitable opportunities to enjoy its benefits.

Located on the ancestral and unceded territories of the Tla-o-qui-aht First Nation, the Vancouver Island community of Tofino is a beloved and popular destination for people worldwide. Despite being cherished by so many, visitors have a range of unintended impacts and costs on the community and environment. In response, the Tla-o-qui-aht First Nation launched its Tribal Park Allies Programme (a case study featured in this report), which works with local businesses to collect funds from visitors to the community. To date, over $1M has been collected and invested into community and environmental projects focused on ensuring that Tla-o-qui-aht First Nations territories are protected for generations to come.

The Tribal Park Allies Programme is an inspiring example of how local host communities can receive more benefits from tourism, while also playing a more active role in its management. Beyond this, visitors are also provided with a clear pathway to pay their fair share of tourism's costs and impacts. Although this example is unique to Vancouver Island and Tofino, it demonstrates how creative and innovative solutions can be created by local communities when they are trusted and empowered to lead.

The travel and tourism industry has the potential to be one of the world's biggest distributors of wealth and a powerful force for sustainable development. The first step to realising this potential is to empower local communities to reclaim their rightful role as leaders in the tourism system and for the benefits of the industry to be more equitably distributed.

Calum Matthews, Vice President, Sustainability and Strategy, 4VI

TRAVELLOCAL

When you buy a holiday, do you know where your money is really going? When you are on holiday, do you understand the effect your trip is having on the economy of your destination? Most of us don't know the answers to these questions in any detail - but that is about to change.

At TravelLocal our vision is of a tourism industry that is centred around the people that live and work in each of our destinations. They are the people that know their places best of all, and ensuring that tourism is a force for good for them underpins everything we do. It's why we welcome this research report and see it as a spur to action on what we feel is the key emerging issue in sustainable tourism right now: "**economic leakage**" - the money that does not reach the economy of the destination and is captured elsewhere in the value chain.

> *"We have been very fortunate to be working with Travel Local and bringing in foreign currency for the country, which is essential for providing basic facilities to its citizens. The more travellers venture into Bhutan for vacations, the more stable the country can be in terms of foreign currency reserves."*

Jigme Dorji, Founder & CEO at Lucky Dragon Travels, a TravelLocal partner in Bhutan

Some economic leakage is necessary for the industry to function - travel companies have to find their customers through marketing, customers sometimes want and need assistance from customer service teams, and delivering all of this through seamless, cutting edge technology is a prerequisite of trading now, and expensive to create and maintain.

However as any industry insider knows there are still too many travel companies based outside the destination that take more than they have earned - and therefore deprive the destination economy of its due. There are also many travel companies both internationally and based in destinations that do not use some of the local providers on their doorstep. This has to change.

We start from the position that nobody in our industry is perfect, or has got this exactly right. We all have questions to answer - for TravelLocal, most significantly: "what can we all do, individually and collectively, to reduce economic leakage and drive more revenue and jobs into destinations?" There are some strong positive examples here at TravelLocal that are helping us understand economic leakage in more depth, and act to mitigate it:

> *"We believe it's important to support and help local businesses and places as they are the core of our very culture. To support these families and see the direct impact this has on their families and the education of their children is very rewarding for us.*
>
> *Ensuring more spend and economic benefits go into the destination is getting more important. So the best way to combine economic benefits with the best local knowledge is to book with qualified and certified local companies in the destination itself."*

Annelies Hammerlinck, Executive Director at Vamos Expeditions, a TravelLocal partner in Peru

There are many possible areas of focus, all the way from the creation of community-based tourism products through to consumer marketing. The pipeline of new community-based tourism projects seems healthy, but needs input from international travel brands on fair pricing, product design and execution. The marketing of community-based tourism needs to become more sophisticated - and in turn will shape the product pipeline.

Above all we need to communicate much more - to get the message across clearly to the market that ensuring tourism is indeed a force for good in the world is not a given, is not intrinsic to the industry and is not something that will happen without specific, directed effort to change things for the better.

Reading this report should also make everyone who travels, or works in the tourism industry, think carefully about why we travel, and how. At TravelLocal we feel that travel is fundamentally a human endeavour that connects us all, as equals, and that ensuring sustainable financial benefits to the destination is the pillar under that connection.

"When travellers choose to book with us, they're not just gaining access to unparalleled local knowledge; they're actively contributing to the growth and sustainability of Greece's economy.

Supporting local entrepreneurs isn't just a belief; it's a practice that yields tangible economic benefits, from fostering increased local employment opportunities to nurturing the long-term development of our communities.

Through our continued partnership with Travel Local, we're dedicated to championing responsible travel practices that not only enrich the experiences of our travellers but also contribute positively to the cultural and economic fabric of our country."

Antonis Alexandrou, Founder & CEO at NewGen Travel, a TravelLocal partner in Greece

Huw Owen, CoFounder, TravelLocal

go:teborg**&co**

GÖTEBORG & CO

Welcoming and inclusive. Thriving. Caring. That's what we want Gothenburg to be. Then so must our residents and local communities be. We believe tourism can help build a better city, that it can help bridge gaps in society, help local communities to flourish and contribute to the happiness and well-being of residents.

Everything we do as a DMO is ultimately for the Gothenburgians. By collaborating widely to develop Gothenburg as a sustainable destination we think we will get more people to discover and choose our city. It's in our mission and ethos that everyone who lives and works here should be able to benefit from a thriving visitor economy.

Gothenburg is an events city, with a diverse portfolio of annual events as well as a strong track record of hosting international events. Events have been, and are, a crucial tool for us to serve and engage residents, to support local communities and involve underserved groups. One example is supporting local event initiatives in deprived neighbourhoods to show positive forces at work and to get more people to discover the area through the event. Another example is our ongoing partnership with a non-profit association working for disabled children and young adults and their right to a meaningful and active life. This collaboration involves events in the city and aims to both include young disabled people to be part of them and also help event organisers make their events accessible and inclusive to more people.

Now we've also just finished the celebrations of Gothenburg's 400th anniversary – an urban development process that's been going on for more than ten years and built upon the residents' dreams of, and wishes for, the future of our city. Together with residents from all over the city, politicians, businesses, associations of all sorts and sizes, and others, we prototyped and built a park, a free public bath and sauna by the river, investigated and tested big and small ideas, and gave a voice to a diversity of residents. The process culminated in a Jubilee Festival in the summer of 2023 where everyone was invited.

Through the years, with our focus, resident sentiment towards tourism is generally positive and the majority of residents, almost ninety percent according to our surveys, believe tourism adds value to them. But even so, this can change fast, and we need to work both proactively and reactively, and from perspectives of challenges as well as of dreams.

Our role as a DMO is unique. Having a multifaceted overview of the destination and the complex task of involving and balancing the interests of all stakeholders, we are in a position to work on multiple levels and get people together for the good of the destination. So, how can we accelerate our work on spreading the benefits and reducing the burdens of tourism? What practices have proven to work? What are our blind spots? Who is not at the table? What can we learn and get inspired by?

We are curious to learn from both small-scale initiatives and large-scale projects, to grow and to show what is needed and possible when tourism is at its best. In the end it is about how we define success. What we want to achieve. And how to get there.

Katarina Thorstensson, Sustainability Strategist and Destination Development, Göteborg & Co

NBTC
Netherlands Board
of Tourism &
Conventions

NETHERLANDS BOARD OF TOURISM AND CONVENTIONS

Perspective 2030, our guiding vision for the Netherlands towards 2030, has the sustainable development of the destination as its core premise.

When published in 2019, the Netherlands Board of Tourism and Conventions (NBTC) decided to approach destination management from a whole new perspective: one that prioritises the common interest of visitors, businesses and residents alike, ensuring that tourism in the Netherlands contributes to the prosperity and well-being of all its residents.

Sustainable development therefore also includes addressing the interests and needs of inhabitants, whom we're asking to share their places with visitors, next to frequently being visitors themselves.

Travel can be a force for good, but this comes with the responsibility to do all we can to steer this force towards meeting the needs of our communities too. Respecting these needs and wishes and pro-actively working on stimulating policies, services and touristic experiences that embed these, is a fundamental building block for travel with a long-term license to operate.

The position of residents has not been a key priority in touristic strategy, until 2019. Consequently, we're 'playing catchup' to understand the dynamics between residents, visitors and the tourism industry, trying to identify what exact positive (and negative) impact visitors have on our destinations, and to better understand how we can actually positively influence these relationships through sustainable policies, business services and more inclusive forms of governance.

We need answers to questions that get asked more frequently; how does travel add value to our communities' toughest challenges? What tourism policies can we put in place that incorporate and address these issues, while also providing a meaningful experience for valued visitors? In short, how can we create a more equitable travel industry?

We need answers and we need to get this right.

That is why NBTC, together with several other key stakeholders in the Netherlands, initiated a "triple-helix" coalition (with universities, industry and government) with the objective to identify the parameters of travel's impact on society, the interventions available to our industry partners, and to identify best practices from other places.

We're figuring out the shape of the different pieces while putting them together to create the puzzle that is sustainable destination development.

And with this research project, we've gotten another critical piece of this puzzle; one that allows us to more precisely identify effective policy instruments that can be utilised on a national, regional and local level.

The examples put forward provide inspirational yet practical pathways for implementation in other places.

Grappling with the ever-changing environment in which travel operates is not easy. Working on sustainable ways to build travel that not only is a proven force for good but also acts as a catalyst to deliver actual positive value for all stakeholders involved is therefore tremendously rewarding and worth our investment.

I recognise the hard work and dedication put into this project and as NBTC we're committed to getting as many industry and community representatives engaged and involved since we're only able to achieve lasting, meaningful benefits for our destinations, travellers and communities if we work together.

Thijs de Groot, Programme manager Destination Development, Netherlands Board of Tourism and Conventions

FIRST RATE EXCHANGE SERVICES

First Rate Exchange Services has partnered with the Travel Foundation since 2022, and we were excited to be able to sponsor this important research.

Along with work to reduce our own carbon emissions and support local communities, we want to help tourism to be a force for good. We hope that our support of the Travel Foundation (and other partners) in working with destinations will not only reduce the burden of tourism on their environment and local communities, but will also distribute the opportunities tourism can bring more fairly. We are keen to help find solutions, so that countries and destinations can continue to rely on tourism economically and allow travellers to experience the rich diversities of other countries and cultures.

Thank you to the Travel Foundation and everyone involved for giving us the opportunity to be part of this work!

Karen Osterfield, Head of Employee Experience & Sustainability, First Rate Exchange Services.

EXAMPLES OF RECENT GLOBAL GUIDELINES AND DECLARATIONS LINKED TO INCLUSIVITY, JUSTICE AND EQUITY IN TOURISM

- UN Tourism's and the World Travel and Tourism Council's Memorandum of Understanding for Global Tourism Collaboration (2023) to foster job creation and business opportunities focusing on community empowerment and inclusion.

- UN Tourism's Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals (2023) outlines opportunities for creating sustainable, inclusive, and equitable economies.

- The G20 New Delhi Leader's Declaration (2023) highlight ''the crucial role of tourism and culture as a means for sustainable socioeconomic development and economic prosperity and take note of the Goa Roadmap for Tourism as one of the vehicles for achieving the SDGs'' (p. 7).

- The resolution ''Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environmental protection'' has been adopted by the 77th Session of the United Nations General Assembly on 14 December 2022.

- The G20 Bali Guidelines for Strengthening Communities and MSMEs as Tourism Transformation Agents – A People-centred Recovery (2022) were developed at the request of the Indonesian G20 Presidency and build on earlier works of the G20 Tourism Working Group focusing on e.g. inclusive community development.

- The Cancun WTTC Women's Initiative Declaration focuses on supporting women in travel and tourism. Global declaration and platform: Women's equality and leadership (2021).

- UN Tourism's Petra Declaration on Investing in Tourism for an Inclusive Future (2016) contains a list of UN General Assembly resolutions and declarations on encouraging the tourism sector to take a comprehensive approach and develop in a more just and equitable way as well as a pledge to commit to these goals.

METHODOLOGICAL NOTE

The research started with a **literature review** to explore various perspectives on the topics underpinning the subject, to identify practices and attempts and build a preliminary list of mechanisms.

To fully understand the needs and knowledge gaps of destinations that are keen to develop a more equitable tourism sector, the literature search was supplemented with insights gained from **an online focus group session** with a diverse group of stakeholders, held on the 11th of December 2023.

After the completion of the literature search and the focus group session, we compiled a long list of case studies, grouped under the 5 equity types. From the long list, a final selection of 25 case studies was made. For the case study selection, the following criteria were used:

· Information-rich cases that cover one or more of the 5 equity types;

· An even distribution of 'global north' and 'global south' destinations;

· If possible, an even distribution of cases across different types of destinations (urban, rural, coastal/island, nature etc.).

To complete the case studies, **online semi-structured interviews** were conducted with one or more representatives from the destinations. Our goal was to interview more than one stakeholder from each participating destination to ensure that multiple perspectives are heard, however this wasn't always possible, due to the availability of the interviewees. In those cases information from secondary sources was used. We see this as a limitation of the research.

To finalise the roadmap, an **online co-creation workshop** was held on the 30th of May with a group of experts representing both DMOs and the private sector. The aim of the workshop was to check if the roadmap addresses some of the main challenges destinations face regarding the equitable distribution of tourism induced benefits, the feasibility of the proposed mechanisms and the information needs of destinations regarding the suitability of the mechanisms.

Bibliography

1. Hartman, S., Wielenga, B., & Heslinga, J. H. (2020). The future of tourism destination management, building productive coalitions of actor networks for complex destination development: *Journal of Tourism Futures, 6(3), 213-218.*

2. Dredge, D. (2022). Regenerative tourism: *Transforming mindsets, systems and practices: Journal of Tourism Futures, 8(3), 269–281. https://doi.org/10.1108/JTF-01-2022-0015*

3. Hartman et al. (n 1).

4. UN Tourism (2024). Tourism in the 2030 Agenda: *https://www.unwto.org/tourism-in-2030-agenda#:~:text=Tourism%20can%20contribute%20to%20poverty,indirect%20manner%2C%20by%20using%20income*

5. Blau, J. R., & Blau, P. M. (1982). The cost of inequality: *Metropolitan structure and violent crime. American Sociological Review, 47(1),114–129.*

6. Benjamin, S., Dillette, A., & Alderman, D. H. (2020). "We can't return to normal": *Committing to tourism equity in the post-pandemic age. Tourism Geographies, 22(3), 476–483. https://doi.org/10.1080/14616688.2020.1759130*

7. Epler Wood, M., Milstein, M., & Ahamed-Broadhurst, K. (2019). Destinations at Risk: *The Invisible Burden of Tourism. The Travel Foundation.*

8. Robert Wood Johnson Foundation. Equity vs. Equality: *https://www.youtube.com/watch?v=MlXZyNtaoDM&t=36s*

9. Camargo, B.A., Jamal, T. (2016). Equity. In: *Jafari, J., Xiao, H. (eds) Encyclopaedia of Tourism. Springer, Cham. https://doi-org.buas.idm.oclc.org/10.1007/978-3-319-01384-8_257*

10. Wolters Kluwer (2015, Justice, fairness and the law: *another three-fold model: https://mediationblog.kluwerarbitration.com/2015/08/14/justice-fairness-and-the-law-another-three-fold-model/*

11. World Health Organisation. (2011). *Equity.* World Health Organisation: *https://www.who.int/healthsystems/topics/equity/en/#:~:text=Equity%20is%20the%20absence%20of,economically%2C%20demographically%2C%20or%20geographically. (*

12. Jamal, T., M. Borges and A. Stronza (2006) Institutionalisation, certification and equity: *Journal of Ecotourism, 5(3), 145-175.*

13. Abdullah, T., Lee, C., & Carr, N. (2023). Conceptualising human and non-human marginalisation in tourism: *Tourism and Hospitality Research, 23(2), 254-268.*

14. Epler Wood et al. (n 7).

15. Spenceley, A., Snyman, S., & Rylance, A. (2019). Revenue sharing from tourism in terrestrial African protected areas: *Journal of Sustainable Tourism, 27(6), 720–734.*

16. Farsari, I. (2023). Exploring the nexus between sustainable tourism governance, resilience and complexity research: *Tourism Recreation Research, 48(3), 352-367.*

17. World Bank (n.d.), 'Shared Prosperity, Monitoring Inclusive Growth', WB, Washington, D.C.: *https://www.worldbank.org/en/topic/poverty/brief/global-database-of-shared-prosperity [26-10-2023].*

18. The Social Progress Imperative. (n.d.). Social Progress Index, Where we work: *https://www.socialprogress.org/about-us/where-we-work/*

19. New Zealand Government (2018). The Treasury Approach to the Living Standards Framework: *https://www.treasury.govt.nz/sites/default/files/2018-02/tp-approach-to-lsf.pdf*

20. Ministry of Business, Innovation and Employment. (2021). Briefing for incoming minister of tourism: *https://www.beehive.govt.nz/sites/default/files/2020-12/Tourism%20-%20MBIE.pdf*

21. Bakker, M. (2019). A Conceptual Framework for Identifying the Binding Constraints to Tourism-Driven Inclusive Growth: *Tourism Planning & Development, 16(5), 575-590.*

22. Ibid.

23. Higgins-Desbiolles, F., Carnicelli, S., Krolikowski, C., Wijesinghe, G., & Boluk, K. (2019). Degrowing tourism: *Rethinking tourism. Journal of Sustainable Tourism, 27(12), 1926-1944.*

24. Mostafanezhad, M., Norum, R., Shelton, E.J., & Thompson-Carr, A. (2015): *Political Ecology of Tourism: Community, Power and the Environment. Routledge.*

25. Watts, M. and R. Peet (2004) Liberating pollical ecology. In R.R.Peet and Watts, M. (eds): *Liberation Ecologies: Environment, development, social movements. New York: Routledge, pp. 3-43.*

26. Fullerton, J. (2015). Regenerative Economies for a Regenerative Civilization. Kosmos Journal for Global Transformation: *https://www.kosmosjournal.org/article/regenerative-economies-for-a-regenerative-civilization*

27. World Travel and Tourism Council (n.d.). Economic impact research: *https://wttc.org/research/economic-impact*

28. UN Tourism (2004). Economic Benefits: *Excerpt from Indicators of Sustainable Development of Tourism Destinations, A Guidebook.*

29. Garrigós-Simón, F. J., Galdón-Salvador, J. L. & Gil-Pechuan, I. (2015). The economic sustainability of tourism ´growth through leakage calculation: *Tourism Economics, 21(4): 721–739.*

30. Chaitanya, A. K., & Swain, S. K. (2023). Economic leakages in tourism, A comprehensive review of theoretical and empirical perspectives: *Tourism Economics, 13548166231204648.*

31. Suryawardani, I. G. A. O. (2015): *Tourism leakage of accommodation in Bali (Doctoral dissertation, Université Panthéon-Sorbonne-Paris I).*

32. UN Atlas of the Oceans 2002-2016, Negative impacts; leakage: *https://www.oceansatlas.org/subtopic/en/c/72/*

33. UNEP-GPA, Akrofi, J., Nganyi, J., UNEP-WCMC, & WMO. (2016). Negative impacts; leakage. UN Atlas of the Oceans Project: *http://www.oceansatlas.org/subtopic/en/c/72/*

34. Sandbrook, C. G. (2010). Putting leakage in its place, The significance of retained tourism revenue in the local context in rural Uganda: *Journal of International Development: The Journal of the Development Studies Association, 22(1), 124-136.*

35. UN Tourism (2022). UN reports Underscores Importance of Tourism for Economic Recovery in 2022: *https://www.unwto.org/news/un-report-underscores-importance-of-tourism-for-economic-recovery-in-2022*

36. Snyman S. (2013): *Household spending patterns and flow of ecotourism income into communities around Liwonde National Park, Malawi, Development Southern Africa, 30:4-05, 640-658, DOI: 10.1080/0376835X.2013.832149*

37. International Labor Organization & UN Tourism. (n.d.). Employment and Decent Work in Tourism — ILO-UN Tourism Joint Project — | UN Tourism: *https://www.unwto.org/project/employment-and-decent-work-tourism-ilo-unwto-joint-project*

38. International Labour Organization (2023). Decent work for better social protection: *https://www.enabel.be/decent-work-for-better-social-protection/#:~:text=The%20International%20Labour%20Organisation%20(ILO,for%20people%20to%20express%20their*

39. Ortega, C., & Alejandra, B. (2011). Justice and fairness in tourism, A grounded theory study of cultural justice in Quintana Roo, Mexico. Office Of Graduate Studies Of Texas A&M University: *http://oaktrust.library.tamu.edu/bitstream/1969.1/ETD-TAMU-2011-05-9102/2/CAMARGO-ORTEGA-DISSERTATION.pdf*

40. Manning, E. (2016, 10 September). The Challenge of Sustainable Tourism in Small Island Developing States(SIDS). Canadian Association For The Club Of Rome: *https://canadiancor.com/challenge-sustainable-tourism-small-island-developing-states-sids*

41. Williams, T. R. (2012). Tourism as a Neo-colonial Phenomenon, Examining the Works of Pattullo & Mullings: *Caribbean Quilt, 2, 191. https://doi.org/10.33137/caribbeanquilt.v2i0.19313*

42. Sealy, W. (2018). From Colonialism to Transnationalism, The Neo-Colonial Structure of Caribbean Tourism: *University Of Chichester. http://eprints.chi.ac.uk/id/eprint/3472/*

43. Schneider, F., Buehn, A., & Montenegro, C. E. (2010). New Estimates for the Shadow Economies all over the World: *International Economic Journal, 24(4), 443–461.*

44. Lv, Z. (2020). Does tourism affect the informal sector? *Annals Of Tourism Research*, 80, 102816: *https://doi.org/10.1016/j.annals.2019.102816*

45. Tian, J., & Guo, W. (2021). A study of the income difference between tourism formal and informal employment in China. *Journal Of Hospitality And Tourism Management*, 46, 414–422: *https://doi.org/10.1016/j.jhtm.2020.09.007*

46. Veal, A. J. (2017): *Leisure, sport and tourism, politics, policy and planning.* CABI Tourism Texts.

47. Deacon, L. (2020). Environmental Racism. In International Encyclopedia of Human Geography (pp. 235–239). Elsevier: *https://doi.org/10.1016/B978-0-08-102295-5.10796-6*

48. Ostrom, E. (2008). The challenge of common-pool resources. Environment, Science and Policy for Sustainable Development, 50(4), 8–21: *https://doi.org/10.3200/ENVT.50.4.8-21*

49. Hardin, G. (1968) The tragedy of the commons. *Science*, 162, 1243–8.

50. Epler Wood (n 7).

51. International Tourism Partnership (ITP). (2018). *Water Risk Index*: *https://www.oneplanetnetwork.org/sites/default/files/itp-destination-water-risk-index-august-2018_1*

52. Holden, A. (2005) Achieving a sustainable relationship between Common Pool Resources and Tourism; The role of environmental ethics: *Journal of Sustainable Tourism, 13(4).*

53. Vail,D. & L.Hultkrantz (2000).Property rights and sustainable nature tourism, adaptation and mal-adaptation in Dalarna (Sweden) and Maine (USA), *Ecological Economics*, 35(2),223-242: *https://doi.org/10.1016/S0921-8009(00)00190-7*

54. Healy, Robert. (1994). The 'Common Pool' Problem in Tourism Landscapes: *Annals of Tourism Research – Ann Tourism Res,* 21, 596-611.

55. Veal (n 46).

56. IPSOS (24/1/2019) First ever UN Tourism/Ipsos Survey – *Citizens recognise the positive impact of the sector*: *https://www.ipsos.com/en/first-ever-unwtoipsos-survey-citizensens-recognise-positive-impact-sector*

57. Milano, C., Novelli, M., & Russo, A. P. (2024). Anti-tourism activism and the inconvenient truths about mass tourism, touristification and overtourism. *Tourism Geographies, 1–25: https://doi.org/10.1080/14616688.2024.2391388*

58. Tkalec, M., & Visek, M. (2016). The Price Tag of Tourism, Does Tourism Activity Increase the Prices of Goods and Services? *Tourism Economics*, 22(1), 93-109: *https://doi-org/10.5367/te.2014.0415*

59. Javier, Campos., Juan, Luis, Jiménez., Ancor, Suárez-Alemán. (2013). Prices and brand diversity in touristic areas supermarkets. *Tourism Management*, 36:435-440*: https://doi.org/10.1016/j.tourman.2012.09*

60. Albalate, D., Bel, G. (2009). Tourism and urban public transport, Holding demand pressure under supply constraints. *Tourism Management*: *https://doi.org/10.1016/j.tourman.2009.04.011*

61. Russo, A. P., & Scarnato, A. (2018). "Barcelona in common", A new urban regime for the 21st-century tourist city? *Journal of Urban Affairs*, 40(4), 455–474: *https://doi.org/10.1080/07352166.2017.1373023*

62. Glup, M. (2021) Tourism's Impacts on Local Populations. *Nebraska Anthropologist*. 29: *https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1194&context=nebanthro*

63. Ibid.

64. Glup (n 62).

65. Waters, M. (2023). America has a Private-Beach problem. *The Atlantic*: *https://www.theatlantic.com/family/archive/2023/09/private-beach-state-laws-public-access/675292/*

66. Burrell (2022). Maine's solution to beach barriers buying land for public use. *GBH News*: *https://www.wgbh.org/news/local/2022-11-16/maines-solution-to-beach-barriers-buying-land-for-public-use*

67. Clark, E.B. (2019, September 9) *When the beach is out of reach. Route Fifty*: *https://www.route-fifty.com/management/2018/09/coastal-access-issues-maine/151100/*

68. Ibid.

69. Veal (n 46).

70. UNESCO (2001). *UNESCO Universal Declaration on Cultural Diversity: http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/pdf/5_Cultural_Diversity_EN.pdf*

71. World Tourism Organisation (2018), *Tourism and Culture Synergies*, UN Tourism, Madrid, DOI: *https://doi.org/10.18111/9789284418978*

72. Andereck K. L. & Nyaupane,G.P. (2011). Exploring the nature of tourism and quality of life perceptions amongst residents. *Journal of Travel Research*, 50(3), 248-260.

73. Young, I.M. (1990) *Justice and the Politics of Difference*. Princeton University Press.

74. Meethan, K. (2001). *Tourism in Global Society. Place, culture, consumption*. New York: *Palgrave.*

75. Samediggi (2018) *Principles of responsible and ethically sustainable Sámi tourism: https://dokumentit.solinum.fi/samediggi/download/?d=dokumenttipankki/kertomukset_ohjelmat_ja_suunnitelmat/ohjelmat/muut_ohjelmat_ja_ohjeet/principles_for_responsible_and_ethically_sustainable_s%C3%A1mi_tourism_s%C3%A1miparliament.pdf*

76. Hyra, D. (2014). The back-to-the-city movement, Neighbourhood redevelopment and processes of political and cultural displacement. *Urban Studies*, 52(10), 1753–1773: *https://doi.org/10.1080/15289168.2016.1214454*

77. Shaw, K. S., & Hagemans, I. W. (2015). 'Gentrification without displacement' and the consequent loss of place,The effects of class transition on low-income residents of secure housing in gentrifying areas. *International Journal of Urban and Regional Research*, 39(2), 323-341.

78. Minoia, P. (2017). Venice Reshaped? Tourist Gentrification and Sense of Place. In, Bellini, N., Pasquinelli, C. (eds) *Tourism in the City* . Springer, Cham: *https://doi.org/10.1007/978-3-319-26877-4_18*

79. Liu J.C., Var T. (1986). Resident attitudes toward tourism impacts in Hawaii. *Annals of Tourism Research*, 13(2), 193-204.

80. Maoz, D.(2006). The mutual gaze. *Annals of Tourism Research*, 33:1 221-239 :*https://doi.org/10.1016/j.annals.2005.10.010.*

81. Zeijden, A. & van der, Elpers, S. (2018). 'Immaterieel erfgoed en superdiversiteit, naar een nieuwe rol voor musea'. In, *Museumpeil*, nr. 49, 8-1: *https://www. immaterieelerfgoed.nl/image/2019/1/31/museumpeil_ special_immaterieel_erfgoed_ en_musea_nr_49_2018. pdf*

82. Bright, C. F., Alderman, D. H., & Butler, D. L. (2018). Tourist Plantation Owners and Slavery, A Complex Relationship. *Current Issues in Tourism*, 21(15), 1743-1760: *https://doi.org/1 0.1080/13683500.2016.1190692*

83. Brouwer, J., van Leeuwen, M. (2017). *Philosophy of Leisure,* Foundations of the Good Life. Routledge, New York.

84. Veal (n 46).

85. Tkalec & Vizek (n 58).

86. Donders, Y. (2020). Cultural Heritage and Human Rights. In F. Francioni, & A. F. Vrdoljak, (Eds.),The Oxford Handbook on International Cultural Heritage Law. 379-406. *Oxford University Press*: *https://ssrn.com/ abstract=3636009*

87. Torre, M. de la & D. Navarette (2016) Inequality in heritage centres, Analysing the reality in Mexican cities. *Urbani Izziv*. 27 (2: *https//:doi.org/10.5379/urbani-izziv- en-2016-27-02-007*

88. Smith, M. K., & Puczkó, L. (2020). Post-Socialist Tourism Trajectories in Budapest, From Under-Tourism to Over-Tourism. In S. L. Slocum & V. Klitsounova (Eds.), *Tourism Development in Post-Soviet Nations* (pp. 109–123). Springer International Publishing: *https://doi. org/10.1007/978-3-030-30715-8_7*

89. World Leisure Organization. (2020). Charter for leisure 2020: *https://www.worldleisure.org/charter/*

90. World Heritage Site for World Heritage Travellers. (n.d.). *Foreigner prices*: *https://www.worldheritagesite.org/ connection/Foreigner+prices*

91. Veal (n 46).

92. UN Tourism. (2019). *UNWTO Guidelines for Institutional Strengthening of Destination Management Organisations (DMOs) – Preparing DMOs for new challenges*. Madrid.

93. Volgger, M., Erschbamer, G., & Pechlaner, H. (2021). Destination design, New perspectives for tourism destination development. *Journal of Destination Marketing & Management*, 19, 100561.

94. Good Governance Advisory Group. (2004). *Good governance guide: The principles of good governance within local government. Melbourne,* The Municipal Association of Victoria.

95. Pulido-Fernández, M. D. L. C., & Pulido-Fernández, J. I. (2019). Is there a good model for implementing governance in tourist destinations? The opinion of experts. *Sustainability*, 11(12), 3342.

96. UN Tourism (n 92).

97. CELTH. (2022). Agenda Conscious Destinations. Towards Destination Stewardship. Achieving Destination Stewardship through scenarios & a Governance Diagnostics framework

98. Towards Destination Stewardship. Achieving Destination Stewardship through scenarios & a Governance Diagnostics framework

99. Veal (n 46).

100. Ibid.

101. Ibid.