

‘Creating better cities together’



INOVATIVE PARTNERSHIPS FOR SUSTAIBLE URBAN TOURISM

Conceptual Approach and Application

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‘SUT-Governance’ Project Conference
June 23-24 2003
Heidelberg
Germany

Aim of Presentation



- Provide theoretical and methodological foundation (previously lacking in literature) to
 - Analyze
 - Assess
 - Advance development of
- Multistakeholder Partnerships for Sustainable Urban Tourism for promoting
 - Governance
 - Actor participation
 - Sustainability principles in
- Local decision-making and action

Urban Tourism in Europe

- New phenomenon of growing importance - on the cutting edge of a trend
- Fastest and continuously growing sector (4-10% annual increase)
 - People look for a more meaningful way to visit areas while participating in cultural activities
 - WTO: Consumers look for more R.E.A.L. (rewarding, enriching, authentic, learning) experience
 - Geopolitical & global security state will lead to additional growth
- New forms (concerts, sport, business congress) supplement traditional (sightseeing, health, culture, entertainment) urban tourism types
- Yet, recent evidence of mass flows' adverse effects
- Discussions of sustainability is new(ish) and unsystematic on all levels

Project Context



- Europe's cities maintain rich cultural heritage, historic memorials and arts
- Preserving heritage is a challenge (adverse ecologic & social impacts of mass tourism)
- High and growing demands of urban tourism
- Managing pressures and problems must involve all parties concerned
- City authorities in multi-stakeholder partnerships have to deal with sustainable management and development of urban tourism

Theoretical Context Builds on 3 Categories

- **Sustainable tourism** (growth, impacts)
- **Tourism & community** (urban) development (local Agenda 21)
- **Representative, responsible & accountable (urban) governance**
- ★ **Link:** Effective decentralized decision-making & management by multi-holders partnerships for SUT

Sustainable Urban Tourism Involves

- Maintaining physical heritage of cities
- Allowing maximum access to available infrastructure, tourist sites, parks, green spaces
- Strengthening cultural & social viability of locality
- Balancing interests of residents & visitors
- Securing economic viability (sound long-term development and high quality employment opportunities)
- Minimising adverse ecological impacts on sites from transportation, human and business activities
- Curbing unsustainable consumption patterns

Sustainable Tourism: The Concept

- **Definition:** Balances present benefits with future opportunities of host community while maintaining cultural, environmental, & economic quality, diversity, integrity, and viability
- **Extended definitions:**
 - Benefits citizens, regions, tourism sector
 - Serves broad community goals (welfare, attitude) and reinforces integrity and norms
 - No ecologic, social or cultural problems
 - Responsible and participatory sector strengthening local economies and

Sustainable Tourism:

The project concept approach

- Holistic, equitable, and future-oriented development strategy, part of the wider Sustainable Development Agenda
- Policy option – community centered perspective
- Part of principles and objectives of local integrated development
- Consistent with long-term community progress and prosperity
- **Tourism is a mean of sustainable local development (imbedded in sustainability-induced integrated development paradigm)**


Sustainable Tourism: Policy & development aspects

- **Rational:** Both, industry and community long-term progress must be considered
- **Thus,** ST is not just a product and its impacts but takes into account sustainability considerations & implications to account for future decision-making and policies
- Way of doing and affecting policy & development
- To ensure tourism benefits are equally distributed among community members
- **ST not just desired local sustainability goal to which all forms aspire but from implementation perspective – it requires strategic policy-making to deal with complexity and feasibility of process**

LA21 and Sustainable Tourism

- LA21 brings to light links between tourism, environment & sustainability
- Sector has potentials for SD: Increased local social welfare; greater, equitable distribution of wealth & benefits; enhanced integrity of ecosystems
- Proof of 'sustainable tourism': 'Sustainable development' of local communities (tourist destinations)

Sustainable Tourism: Project operational approach

- S(U)T is underpinned by two fundamental principles
 - ST implies sustainable ends (outcomes of tourism products)
 - ST involves effective delivery means (strategic policy making and implementation) to ensure fulfillment of desired objectives
-  SUT is a local policy option where partnerships can play important policy implementation role

Sustainable Urban Tourism: Current Features

- Sector maintains specific characterizes
- Many EU cities are tourist destinations of multiple functions
 - Supply and demand side are intertwined with other urban functions
- Inadequately, in urban decision making ST is
 - Viewed as ephemeral phenomenon
 - Seasonable in character and transitory
 - Local planners consider tourism as managerial activity with limited concerns over its effect
 - Not as potential of urban SD
- Public sector Yet to understand ST as a policy making mean
- New priorities towards sustainability call for process and implementation mechanisms involving multiple actors

Managing Urban Tourism:

Need of stakeholder approach

- Variety of problems: urban fabric & infrastructure; conservation of historic & cultural buildings & zones; controlling pressures for development; overcrowding, pollution; quality of jobs new technologies & business forms
- Solutions require stakeholder approach, partnerships, consensus, share of responsibility and risk ☹️ **multi-stakeholder partnerships** needed
- Multifunctional nature of **policies** ☹️ local participatory decision-making needed ☹️
- Multi-stakeholder partnerships form of **strategy for ST development and implementation** is needed

Partnerships: Key role of local Government

- Local governments can play a key role as producers, enablers, promoters, planners ☺ central to local governance process
- In it, municipal authorities must be a key player (responsibilities, democratic mandate, resources)
- Not as a process dominant but catalysis and setting the example to others
- Stakeholder involvement in policy and development foster attachment and ownership to local initiatives and help maintain local assets

Partnerships: Innovative forms of Governance

- Core to innovative participatory urban governance
- Mobilisation & co-operation of actors for political & operational consensus to affect all society members
- Building collective responsibility for planning, decision-making, financial risk, problem solving, project implementation and evaluation
- Network to share knowledge, resources, and common goals
- Tools for dialogue, solutions, change

(Good) Urban Governance: Key principles

- Governance: Relationships & collaborative actions b/n actors to foster democracy & societal and community prosperity
- Urban governance: Sum of ways that actors plan & manage city affairs
 - Government, private sector, civil society
 - Accommodating interests for cooperative action
- Good urban governance involves sustainability, decentralization, transparency, accountability, equity, efficiency, civic engagement, security

SUT Partnerships in Europe: The status quo

- Partnerships as a policy mechanism for achieving substantial progress towards broad-based community sustainability has not been yet widely used (number of causes and symptoms)
 - Core weakness – lack of integrated approach to community SD
- While strategies differ based on specific factors, it is possible to define a set of main attributes & components highlighting the inter-related nature of factors affecting success of SUT partnerships and reduce complexity of holistic approach
- We offer a framework model of multistakeholder partnerships & particularly public-private cooperation's

Partnerships: The need of Unified Framework Model

- To deal with the complexity and relations co-existing within urban tourism
- Comprehensive framework approach is needed to
- Synthesize multiplicity of factors, processes & factors affecting SUT in diverse contexts
- The objective is to encompass a range of multidisciplinary perspectives:
 - The total experience of urban tourism and
 - Its impacts on the local community

Framework Operationalization: The concept model

- **Context Attributes** (tourism activity-related factors)
- **Activity Attributes** (activity features)
- **Project Resolution Attributes** (implementation/impacts features)
- ★ **Interfaces b/n & among all attributes:**
 - **Public Participation & Empowerment**
 - **Multi-Sector Partnerships**

Partnerships: Core elements & success factors

■ Building successful partnership requires understanding of

- The reasons for forming partnerships
- The nature
- The goal of cooperation
- The institutional characteristics
- The components
- The process
- Management and implementation
- Sustainability of partnerships
- Partnerships impacts on sustainability

■ Success depends on

- What partnerships bring
- Legitimacy
- Resources used
- Issues dealt with
- The time span of impacts

Partnerships:

Bottlenecks & difficulties

- Different stakeholders have different level of power and resources
- Different interests ☹️
- Arraignments are needed to level the playing field & enable stakeholder to interact equitable & genuinely collaborative basis
- Achieving consensus & reconciling differences is not easy (risks ☹️ conflicts)
- Dealing with conflicts requires understanding societal interest, inhibnbiting consensus, conflict resolution and negation mechanisms

Multistakeholder

Partnerships: The Merits

- In context of enhancing local tourism policy
- Broad based sustainability gains
 - Enhanced tourism resources, increased effectiveness and efficiency of organizations
 - Improved public policy, utilizing community and business links
 - Increased local capacity of action and control
 - Greater policy legitimacy
 - Reduced conflicts, boosted trust and confidence
 - Combating local inequalities
 - Social inclusion
 - Services responsive to human needs

SUT Partnerships: Implementation opportunities

- Various implementation measures for SUT: heritage preservation requirements, stewardship programmes, taxes, fees
- Application requires partnerships to plan, manage, invest in site (community) wealth
- Partnerships can promote: Sustainable tourist facilities, cultural heritage attractions, historic districts, environmentally friendly transportation, mitigate damage to destroyed environment, inform on behaviour & risks, education, research & information networks

Implementing Partnerships: Overcoming the challenges

■ **Government:** To ensure benefits for all from urban tourism development

- Transition from provider and manager to enabler regulator and collaborator
- Self assessment of relevant policies
- Review and improvement of policy agendas to embrace sustainability and governance
- Involve growing number of NGOs
- Facilitate collaboration

■ **Industry:** Investing in partnerships offers more attractive returns than other investment opportunities

- Investments have long term benefits that sustainability considerations will bring to community and industry
- Competent comparison of potential returns against potential risks considering all outcomes

Overcoming Challenges: The bottlenecks

- Range of gaps and bottlenecks in actor capacity
- Reciprocal mistrust
- Lack of understanding others interests & needs
- Lack of locally available information and experience
- Underlying legal, political, institutional obstacles
- Lack of innovation aims
- Lack of instructional capacity

Implementing Partnerships: The paths to solutions

- Lay down groundwork for effective collaboration
- Local governments must implement sector reforms and develop strategies for participation
- Four sets of strategic dilemmas:
 - Trust building
 - Effective structure building
 - Policy development (remove political and legal bottlenecks)
 - Capacity building for local government , business, and community organizations to design and negotiate effectively sustainable urban tourism partnerships

Conclusion: Drawing our attention on

■ Need of understanding realities that

- Reflect the principles and objectives of SUT in context of effective urban governance
- Define the basic factors pertinent to effectiveness and long-term success of SUT partnerships
- Outline the role that urban authorizes must assume in the process

The Next Steps



- To test, verify and enhance the research findings in real life cases
- Identify the most favorably conditions
- Determine the factors defining long-term success
- Fully understand
 - The behavior and policy of organizations involved and
 - The outcomes of partnerships in specific activities and context settings