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Social dialogue and Governance: New Tools for Territorial Measurement

FIORELLA DALLARI
Hight School of Tourism Sciences
Alma Mater Studiorum – University of
Bologna



Tourism: a Strong Change

- ❖ Reflecting global economic trends, growth was driven largely by emerging economies, a development that looks set to continue over the coming years
- ❖ The recovery of international tourism has confirmed the sector's extraordinary capacity to bounce back time and again from external shocks
- ❖ Tourism is an extremely resilient sector and given its contribution to global economic growth, job creation and development, its faster-than-expected recovery in 2010 was welcome news
- ❖ Tourism has proven to be one of the world's leading job creators (UNWTO, Report 2010)

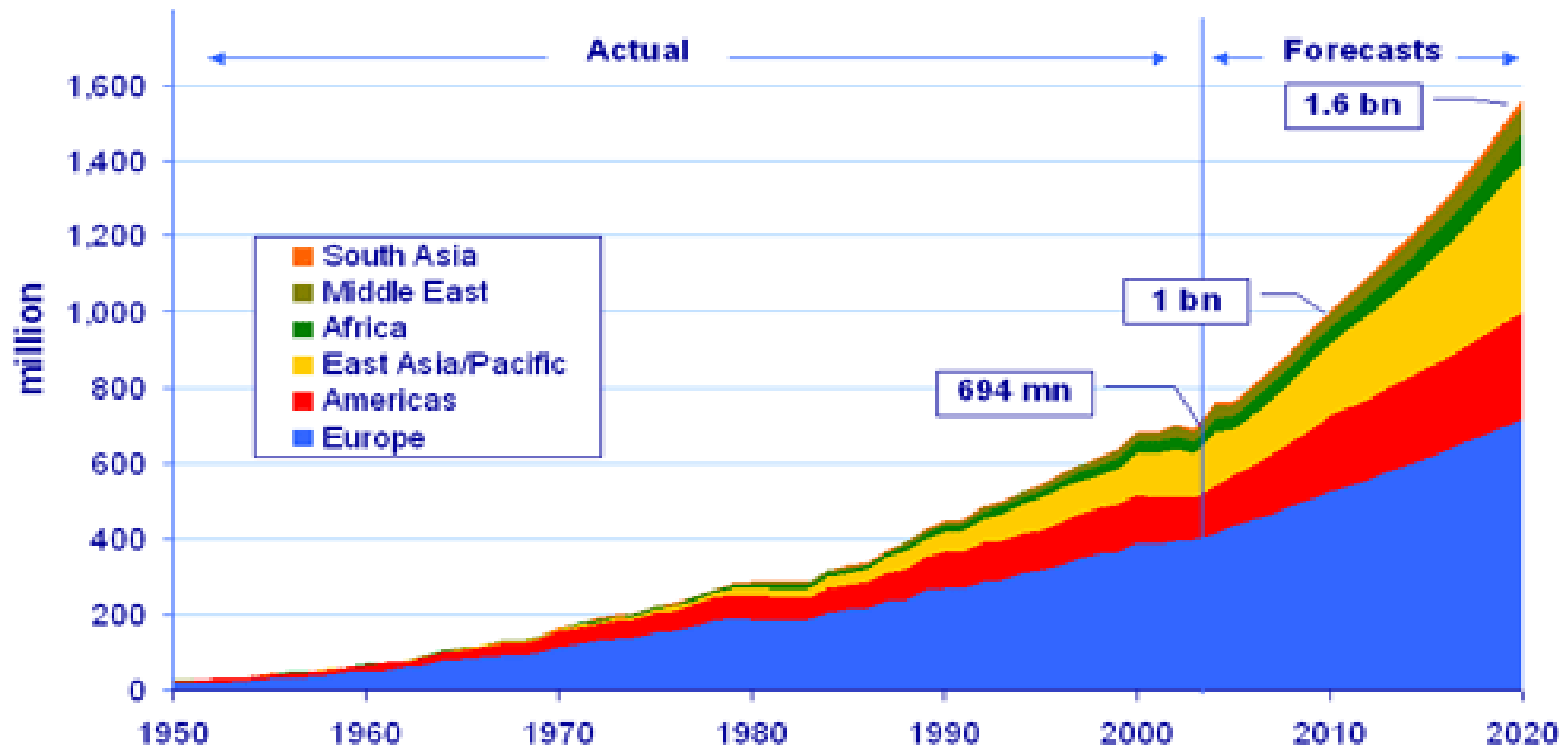
Tourism 2012: The quantitative data

- ❖ International tourist arrivals worldwide grew by 7% in 2010 to a record 940 million with positive growth reported in all world regions, following the 4% decline in 2009 (- 35 million from 2008)
- ❖ The first results of 2012 indicate that international tourism continued to show sustained growth in spite of challenging economic conditions. During the first two months of 2012, international tourist arrivals grew by an estimated 5.7% compared to the same period of 2011, according to the May issue of the UNWTO World Tourism Barometer, released in Batumi, Georgia on the occasion of the 54th UNWTO Commission for Europe (May, 2012)

Tourism 2012: The quantitative data

- ❖ According to the forecast prepared by UNWTO at the beginning of the year, international tourist arrivals are projected to increase by some 3% to 4% in 2012. For the year as a whole, the number of international tourist arrivals is expected to reach one billion for the first time

Tourism 2020 Vision



EUROPEAN COMMISSION
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Tourism 2012: Strong Recovery

- ❖ In 2011, international tourism receipts exceeded US\$ 1 trillion for the first time, up from US\$ 928 billion in 2010. In real terms, receipts grew by 3.8%, following a 4.6% increase in international tourist arrivals. An additional US\$ 196 billion in receipts from international passenger transport brought total exports generated by international tourism in 2011 to US\$ 1.2 trillion
- ❖ According to the latest UNWTO World Tourism Barometer, international tourism receipts continued to recover from the losses of crisis year 2009 and hit new records in most destinations, reaching an estimated US\$ 1,030 trillion (euro 740 billion) worldwide, up from US\$ 928 billion (euro 700 billion) in 2010

Why social dialogue?

The two pillars of reference of the Project:

- ❖ **social dialogue**: to promoting a more active participation and a greater involvement of stakeholders.
- ❖ **measurements on the ground**: indicators to highlight the elements of sustainability / unsustainability in terms of tourism development.

The acceptance of a development project is constructed through **forms of participation** that will track the widespread sharing by all concerned stakeholders.

The spontaneous convergence, of the local system, to a sustainable balance is played on two key elements:

- ❖ **recognition among stakeholders** → common vision;
- ❖ **repeated interaction between stakeholders** → governed by shared social norms, bonds of knowledge and trust networks able to create long-term benefits.

Why social dialogue?

To achieve a **socially optimal outcome**:

- supporting the **mutual permanent exchange through dialogue and communication** within the territory;
- **monitoring of local dynamics**, limiting negative externalities produced by tourism and by one category of actors on the others;
- creating **greater social cohesion inside the territory** towards common goals.

The **aim** → to create a **dynamic monitoring of impacts of tourism**, that is structured according to the **identification of sustainability indicators by the same members – institutional, social, economic – of a community**.

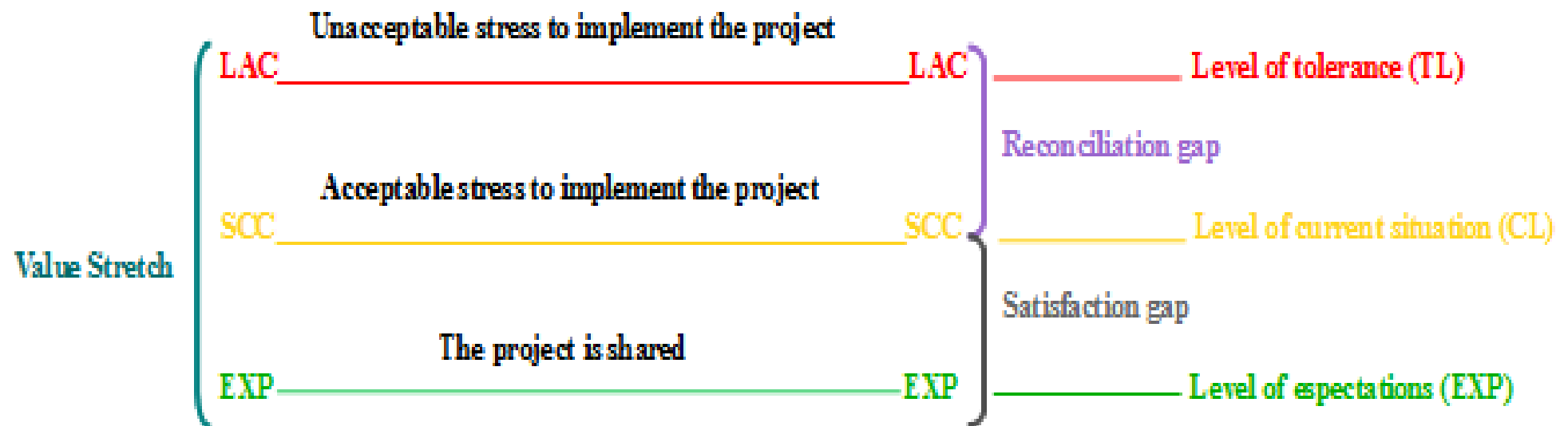
The Value Stretch Model

The model of analysis (used for the first time in this context) is the **Value Stretch Model** (Mansfeld, Y., 2006):

- ❖ dynamic tool to monitoring tourism impacts on host communities → the Socio-Cultural Carrying Capacity (SCCC) of a destination;
- ❖ particularly useful for mature tourist destinations → to prevent / predict the decline of local tourism industry;
- ❖ to measure the LAC (Limit Accetable for Change) of an host community → under the LAC, it is still possible to implement a tourist project; overcoming the LAC can lead the community to engage against the tourist project.

The Value Stretch Model

Fig. 1 *The Social Carrying Capacity - Value Stretch Model*.



Source: our reworking of *The Carrying Capacity Value Stretch Model* (Mansfeld, Y., 2006).

The Value Stretch Model

Reconciliation gap (TL - CL) → measure of **host community stress caused by tourism**: can be filled by immediately handling situations not tolerated or unlikely accepted / acceptable.

Satisfaction gap (CL - EXP) → difference between **what already exists and what it is expected to achieve** thanks to tourism.

Value stretch (TL - EXP) → range of action within which communities are still willing to negotiate the inclusion of the project, thanks to the persistence of an exchange between tourism and local population in terms of benefits (the community yields in some points in return of improvements induced by tourism).
→ measurement of the **challenges needed to be addressed to achieve a greater acceptance of tourism development project by local community**.

The wider this gap, more reconciliation activities can be implemented; the smaller this gap, a few and expensive reconciliation activities have to be taken into account.

The workshops

The decision support tool used in the workshops is the **Nominal Group Technique** (Delbeque, AL., Van de Van, A. H and Gustafson, DH, 1975):

- ❖ **Comparison between local actors in a focus group:**

- to identify potential strengths and weaknesses of the local tourist trade;
- to dialogue on priority issues of sustainable development of its territory;
- to create a real experiment of good practices.

- ❖ Opportunity to contribute to **Corporate Social Responsibility** for organizations involved in the area → to enhance the integration with stakeholders.

- ❖ **Active participation and exercise of governance** directly implemented by territorial actors.

The workshops

The first two workshops were organized in three sessions to detect the level of intolerance, the level of current situation, and the level of expectations of the host community with respect to tourism. Before starting, participants were also asked to fill in a questionnaire.

I° workshop: involved practitioners, opinion leaders, representatives of public institutions, and representatives of local tourist trade.

II° workshop: involved representatives of social community of Rimini, and academic representatives.

III° workshop: involved visitors to a local event of great interest, which were asked to fill in an ad hoc questionnaire in order to bringing out their "tourism gaze" about Rimini.

The 1° workshop

Reconciliation gap : if an impact is highlights both in the level of tolerance and in the level of current situation, it represents a problem:

- ❖ **Unauthorized trade** → mainly related to an uncontrolled development of activities and a general rise in prices.
- ❖ **Overbuilding** → also related to the construction of a large number of second owned homes,
- ❖ **Excessive consumption of soil** → overcrowding of beaches.

Satisfaction gap: a wide gap between the two levels of consensus indicates some dissatisfaction with the current situation

- ❖ → great job to satisfy the needs of local community.
- ❖ ***Promotion of cultural tourism** → a scenario to follow to create a greater opening toward the tourism project by local community.
- ❖ **Innovation in tourist supply**: especially the idea of a tourism to bypassing the tourist periodicity (as the "Sea-Park").

The 1° workshop

Tolerance level – impacts	Consensus level (%)	Level of importance	Current situation level	Consensus level (%)	Level of importance
3) Unauthorized trade (uncntrolled development of commercial activities and rise in prices)	88,9%	1	1) Rise in prices	20,0%	3
5) Overbuilding	58,3%	2	2) High % of second owned homes	51,7%	2
8) Excessive consumption of soil (overcrowding of beaches)	24,0%	3	5) Consumption of soil	29,1%	3
Current situation level - impacts	Consensus level (%)	Level of importance	Expectation level	Consensus level (%)	Level of importance
3) Promotion of cultural itineraries	100,0%	1	4) Promotion of cultural tourism	100,0%	1
4) Innovation in tourist supply	46,6%	2	1) Sea-Park (all over the year)	88,6%	1
Tolerance level - impacts	Consensus level (%)	Level of importance	Expectation level	Consensus level (%)	Level of importance
7) Lack of compliance with environmental regulations in land management	40,6%	2	7) Widespread environmental regulation (Ecolabel/EMAS quality certifications)	60,6%	2

Value stretch: distance between the red lines (LAC) and achievable goals through tourism potential

❖→ a low value of both levels of consensus makes it easier to work on a new project; a high value indicates the extent of challenges to be faced up to reconcile the host community with tourism.

❖* **Lack of compliance with environmental regulations in land management** → widespread environmental regulation (environmental quality, certification of quality) and corporate social responsibility (image enhancement) → a wide gap between the two levels means that there is still a significant work to do to satisfy local community about its requirements.

The 2° workshop

Reconciliation gap:

- ❖ **Lack of urban hygiene and environmental regulation:** quite large gap between the two levels → more actions of reconciliation may be implemented in order to bring the host community to a greater level of acceptance of tourism;
- ❖ **Persisting of bathing tourism:** a balanced consensus between the two levels indicates the presence of a more rigid situation, which restricts the range of action on this front.
 - A low % of consensus in both levels indicates the overall persistence of a high tolerance with respect to the perception of tourism.

Satisfaction gap: indicates a scenario to follow to drive the host community toward a more open position to the tourist project.

- * **Territorial requalification (urban and environmental):** large gap between the two levels: it is needed a great work to meet the needs of local community;
- ❖ **Diversification of local tourist supply:** the gap is wide: it is needed a great work to meet the needs of local community;
- ❖ **Richness of events and entertainment activities:** the low value in both levels indicates a problem not to be addressed urgently. The very small gap between the two levels indicates an already satisfying situation for the local community.

The 2° workshop

Tolerance level - impacts	Consensus level (%)	Level of importance	Current situation level	Consensus level (%)	Level of importance
4) Lack of urban hygiene and environmental regulation	42,5%	2	5) Territorial requalification (urban decor)	12,7%	3
3) Persisting of bathing tourism	29,5%	3	7) Diversification of local supply	24,4%	3
Current situation level - impacts	Consensus level (%)	Level of importance	Expectation level	Consensus level (%)	Level of importance
5) Territorial requalification (urban and environmental)	12,7%	3	7) Ecological and civil requalification of the area	64,2%	2
7) Diversification of local tourist supply	24,4%	3	1) Rimini "City of Tourisms" (diversification of local supply)	63,6%	2
6) Richness of events and entertainment activities	12,0%	3	6) Rimini for young people entertainment	14,0%	3
Tolerance level – impacts	Consensus level (%)	Level of importance	Expectation level	Consensus level (%)	Level of importance
7) More orderly use of the beach, and with lower visual and environmental impact	30,4%	3	5) Requalification of waterfront	65,5%	2
3) Persistence of bathing tourism	29,5%	3	1) Rimini "City of Tourisms" (diversification of local supply)	63,8%	2
4) Lack of urban and environmental requalification	42,5%	2	7) Ecological and civil requalification of the area	64,2%	2
8) Weaknesses of urban planning policies	51,5%	2	2) Social recomposition of the city (between seacost and suburb)	30,0%	3

Value stretch : distance between the red line (LAC) and achievable goals with tourism potential → potential things to work on / what could exacerbate a not shared project.

❖ **More orderly use of the beach, and with lower visual and environmental impact:** the waterfront requalification

❖ **Persistence of bathing tourism:** diversification of local tourist supply - Rimini "City of Tourisms" -, as expression of innovation and valorisation of resources characterizing the local tourism system;

❖ **Lack of urban and environmental requalification.**

❖ **Weaknesses of urban planning policies** → social recomposition of the city (between seacost and suburb).

→ High gap between the levels: significant steps are needed to be implemented to help the host community to perceiving tourism as a resource to drive local development.

The 3° workshop

The "tourism gaze" from the questionnaires:

- ❖ *Main purpose of trip*: 53% for work or business, 22% for cultural reasons and 19% for leisure → choices made by the city to promote tourism; growing interest in the development of cultural tourism;
- ❖ *How much Rimini is considered to be a livable city*: 55% livable enough, 31% very livable;
- ❖ *Amounts of traffic*: moderate for 63%, excessive for 27%;
- ❖ *Condition of public parks / areas in the city*: good for 41%, sufficient for 44%;
- ❖ *Cleaning and sense of safety*: good state of cleanliness and safety for 43%, sufficient for 42%;
- ❖ *Presence of places to socialize, and condition of urban design and urban decorum*: good for more than 40%, moderate for 30%;
- ❖ *Efficiency of public transport and provision of parking facilities in the city*: good for 44%, sufficient for 34%;
- ❖ *Quality of cultural activities and events in the city*: good for 50%, sufficient for 27%;

The 3° workshop

The "tourism gaze" from the questionnaires:

- ❖ *Reasons why you have chosen Rimini as a tourist destination*: 36% cultural aspects, 33% business, 14% sports and recreational activities, 11% natural features;
- ❖ *Actual image of Rimini*: three keywords: sea, entertainment, traffic / confusion. In lower %, cultural characteristic elements, especially linked to Federico Fellini;
- ❖ *Level of service in local hotels and restaurants, and quality / price ratio*: good for 50%;
- ❖ *The experience in Rimini (if it is consistent with one's expectations)*: positive for 50%;
- ❖ *The "good things" in Rimini*: cultural aspects, recreation activities, food and wine, warmth and local hospitality;
- ❖ *The "bad things" in Rimini*: confusion / crowding and traffic / congestion, noise and air pollution, overcrowding of beaches, dirt, low requalification of tourist structures;
- ❖ *As you would like Rimini*: a Rimini that gives importance to culture, welcoming, friendly and fun, more livable and orderly, with less expensive services and a better quality of services, and with less traffic.

The future scenarios of Rimini

In the context of Rimini what is called "area of reconciliation" by VSM is still wide → a great opening toward tourism still exists, also in terms of local development, as the historical local vocation demonstrates.

The conflict between residents and tourist activities highlights the weaknesses of the local management system, especially in relation to situations of incompatibility in the use and management of spaces → critical elements for management of territory, but also consequences of forced choices for local development → not "diseases of tourism" but, in this context, "diseases of territorial management".

Future scenarios:

a Rimini that gives importance to culture, art, and local history and traditions (food and wine, cultural events, cultural routes, etc..), welcoming and enjoyable, more livable and orderly, with less expensive services and a general better quality of tourist facilities, with a wide supply of entertainment activities related to the sea all over the year (Sea Park), a place to combine business / work with the knowledge of the territory, open to innovation and to the exchange with the outside, and characterized by a continuous requalification of spaces (waterfront).

The future scenarios of Rimini

The "mature" Rimini is overcoming the combination "sea – fun" toward a greater sustainability, anchoring its offer to a continuous balancing of old / new, good things / bad things, real / ideal, possible / probable:

→ Rimini, a "chameleon" reality in perpetual change, where the limited and over-used local resources continue to play a primary role in maintaining the competitiveness of the destination.

The **next goals to achieve:**

- * ecological and environmentally friendly conversion of disused facilities along the sea in tourist facilities;
- * improvement and preservation of marine landscape (waterfront);
- * adaptation of roads;
- * expansion of services to facilitate access and fruition of territory in a simple and sustainable way.

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Thanks for your attention

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