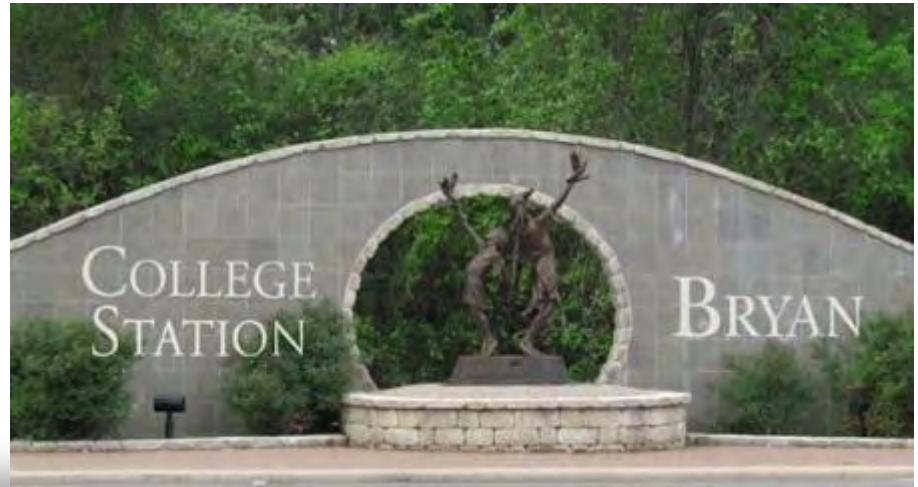


# Towards a Robust Framework of Sustainable Community-Based Tourism (SCBT): Exploring Destination Justice and Equity



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Presented by Tek B. Dangi

# Presentation Outline

- Problem Statement
- How to develop a SCBT Framework?

## Stage-1: Scoping Review Findings:

- ST, CBT, PPT, Dimensions of ST/CBT, Gaps

## Stage-2: Empirical Study

- Purpose & Rationale, Focus Area, RQs, Study Setting, Methods & Data Analysis

# Problem, Purpose & Research Questions

***Problem:*** Proliferation of principles and criteria of sustainable tourism (ST) and community-based tourism (CBT).

***Confusion:*** Is ST entirely different from CBT? What are the similarities & differences? What provides a better guidance to CBT practices?

***Purpose:*** To develop a robust framework of sustainable community-based tourism (SCBT).

# How to Develop a SCBT Framework?

By undertaking two stages of study:

➤ Stage-1: Scoping Review, and Stage-2: Empirical Study

Research Questions set for Stage-1 : Scoping Review:

1. What is the relationship between ST and CBT?
  - a) What criteria and principles guide these concepts as discussed in the tourism literature?
  - b) How did they arise (institutionally, historically, spatio-temporally)? And why?

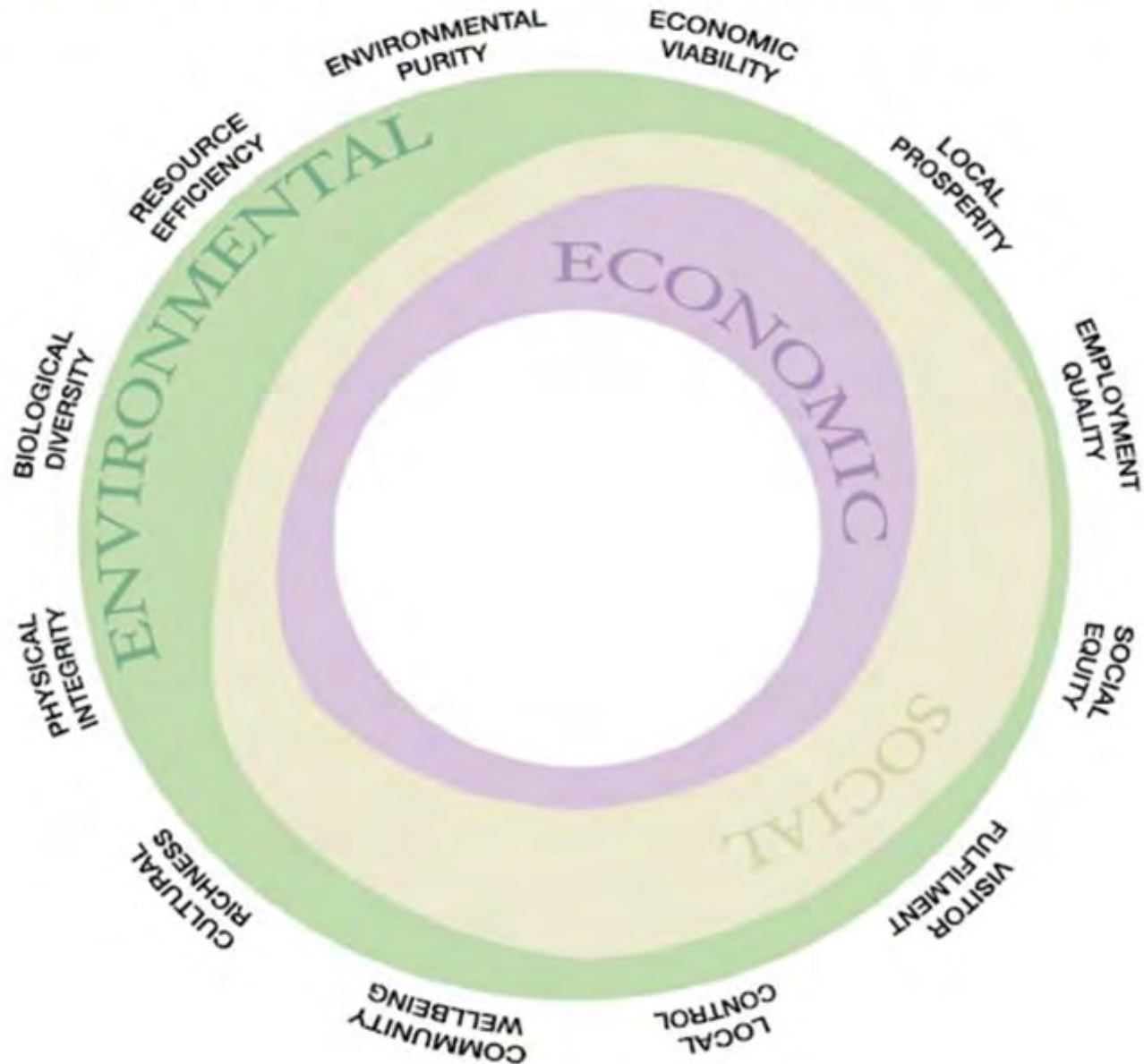
# Stage-1: Scoping Review (SR)

- Stage-1: Review of Scholarly Journals, Book Chapters, Conference Papers, Book Reviews, Online Source, etc.

Search terms to answer the RQs in Stage-1

- Initial Business Source Complete search through the RefWorks-375 scholarly articles.
- Out of 375, 341 retained after deleting the duplicates. Out of 341 articles, 178 retained for review, majority from JOST. 163 discarded. Suggested readings added the list, Approx. 260 for full review.

Figure 1.1: Relationship between the 12 aims and the pillars of sustainability



Source: UNEP & UNWTO, 2005

# Sco.Re. Findings: Comparison of Pillars, Aims

	ST	CBT	PPT
Pillars/ Dimensi ons	Economic, Social, & Environmental Sustainability+Management	Similar as ST dimensions	Similar as ST dimensions
Aims/ Objectiv es	<p>12 Aims/Objectives:</p> <p>Economic Viability</p> <p>Local Prosperity</p> <p>Employment Quality</p> <p>Social Equity</p> <p>Visitor Fulfillment</p> <p>Local Control</p> <p>Community Wellbeing</p> <p>Cultural Richness</p> <p>Physical Integrity</p> <p>Biological Diversity</p> <p>Resource Efficiency</p> <p>Environmental Purity</p> <p>(UNEP-UNWTO,2005)</p> <p>(1)Improvement of the quality of life for all people: education, life expectancy, opportunities to fulfill potential,</p> <p>(2) Self-reliance: Political freedom and local decision making for local needs, (3)</p> <p>Endogenous development</p> <p>Sharpley (2000)*</p>	<p>CBT applies the objectives of ST “combined with focus on com. engagement &amp; development (Ellis &amp; Sheridan, 2014).</p> <p>A type of ST that promotes pro-poor strategies in a community setting.</p> <p>Aims local control &amp; Mang. of business for alleviating poverty and providing an alternative income for community (SNV and University of Hawaii, 2007, p.9)</p> <p>“Tourism which aims to include and benefit local communities, particularly indigenous peoples and villagers in the rural South” (Tourism Concern, 2014).</p>	<p>Targeting the marginalized group in the community with an aim of poverty alleviation.</p> <p>PPT principles: Participation; holistic livelihood approach; balanced approach; wide application; distribution; flexibility; commercial realism; and cross-disciplinary learning (Butler, Curran, and Gorman, 2013).</p> <p>“Reducing both absolute and relative poverty by providing tourism-related income opportunities for disadvantaged groups” (SNV and University of Hawaii, 2007, p.9).</p>

# Sco.Rev. Findings: Differences between ST & CBT

ST	CBT
Initiated mainly by international institutions :UN (Earth Summit), UNWTO, UNEP, WTTC (Goodwin, 2011; Jamal et al., 2013)	I/NGOs, local/national government, practitioners/community, donor agencies, and tourism scholars. (Goodwin, 2011; Jamal et al., 2013)
Western oriented, academy leading. Idealistic: originated through critics, thinkers, travel-writers, and commentators (Goosling et al., 2008)	Origin in various local/regional scales: Asia, Africa, Latin America, Europe, America, etc. (Tourism Concern, 2014; Lucchetti & Font, 2013; Manyara & Jones, 2007)
Macro-level (Goodwin, 2011; Jamal et al., 2013)	Micro-level, practical, emphasis on small and medium-sized projects (Goodwin, 2011; Jamal et al., 2013)
Big/visible gap in the working links between the researcher & industry (Goosling et al., 2008)	Focus: grassroots development, participation, equity, empowerment, local entrepreneurship, leadership, front-stage experience of community-based tours for tourists (Lucchetti & Font, 2013)
More focus on qualitative measures and positivistic approach (Jamal et al. 2013)	Urges to focus on qualitative measures to include justice, ethics of care and governance committed to benefit the disadvantaged.



# CBT Examples from Nepal



Sirubari Homestay, Nepal  
(Group of foreign tourists)



Sirubari Homestay, Nepal  
(Group of domestic tourists)

# CBT Examples from Indonesia

**Box 3.1** (from left to right) Community of Tangkahan, tourists follow host' daily morning shopping at local market of Candirejo village; women guide at Senaru village



CBT-Indonesia. Source: *Innovating CBT in ASEAN: Current Directions and New Horizons* (2013)

# Findings (Stage 1): Sustainability dimensions

Pillars/Dimensions of Sustainability	Description	Organization/Scholar
Three (3) pillars or dimensions	Economic, social, and environmental sustainability	UNEP-UNWTO (2005)
Four (4) dimensions	(1)Sustainable destination management; (2) Maximizing economic benefits to the host community and minimize negative impacts (3) Maximize benefits to communities, visitors & culture; minimize negative impacts, (3) Maximize benefits to the environment and minimize negative impacts.	GSTC (2015); Bricker and Schultz (2011)
Four (4) dimensions	Environmental, economic, socio-cultural, & institutional/management	Roberts & Tribe (2008) Puhakka, Cottrell & Siikamaki (2014)
Four (4) dimensions	Social, economic, environmental, governance	Bramwell (2011)
Four (4) dimensions	Environmental integrity, economic prosperity, social equity, tourism value chain	Pomering, Noble & Johnson (2011)
Issues under-addressed in four (4) dimensions	Issues of governance such as accountability, transparency, participatory governance (direct participation, empowerment to enable voice in decision making, planning and development of tourism) ethical principles related to justice and equity.	Hultsman, (1995); Tribe, (2002); Smith and Duffy, (2003); Macbeth, (2005); Higgins-Desbiolles, (2008; 2010); Lee and Jamal, (2008); Jamal and Menzel, (2009); Bramwell, (2011); Dredge and Jamal, (2013); Moscardo, (2011); Jamal, Camargo, and Wilson, (2013); Jamal and Camargo, (2014).

# Conflicting Definitional Grounds

- **Conceptual Vagueness:** ST termed as **inoperative** (Goodwin, 2011); **fundamentally misguided** (Bramwell and Lane, 1993); **too ideological & too philosophical** (Garrod & Fyall, 1998); **disintegrated, patchy and flawed** (Berno & Bricker, 2001; Liu, 2003)

\*Conceptual vagueness also as strength: flexibility.

- **Implementation Challenges :** **failure to pay attention to tourism demand** at destination level, failure to embrace technology for resource conservation, **omission of intra-generational equity** (Liu, 2003); issues of empowerment, & climate change (Gossling, Hall & Weaver, 2008); and issues of governance and coordination (Bramwell, 2011).

# Conflicting Definitional Grounds (cont.)

- Justice, equity, & ethical gaps noted by many.
- Criteria and indicators of ST & CBT developed by various organizations and scholars including the UNWTO. Most comprehensive ST criteria by UNWTO in 2004 and GSTC in 2010; and CBT criteria by Choi & Sirakaya in 2006.
- Provide guidance, but a lot of confusion as well.

# Tourism Governance, Issues of Justice, Ethics & Equity

- Issues of cooperation and coordination among diverse sectors...(Bramwell, 2011)
- Lack of residents' knowledge & confidence on CBT; lack of community representation, participation, influence in decisions-making (Moscardo, 2011)
- Ethics-Anthropocentric, objective and western view-point of ST-Neglect of values & philosophies of Ind. Com. Economic values predominant over ethical values (Hultsman, 1995; Trbie, 2002; Smith & Duffy, 2003; Macbeth, 2005; Jamal and Menzel, 2009; Fennell, 2009).
- Ethic of care-considering the needs of others compromised

# Justice & Equity Challenge

- Slow response to the issue of intra-generational and intergenerational equity contained in *Our Common Future* (WCED, 1987)
- Ethicality as just tourism (Hultsman, 1995); but little attention paid to environmental justice/equity and pro-poor agenda (Smith & Duffy, 2003; Lee & Jamal, 2008; Higgins-Desbiolles, 2008; Jamal et al., 2013; Jamal and Camargo, 2014)

## What is justice/ethical tourism then?

“Justice tourism is both ethical and equitable and emphasizes elements of just tourism such as solidarity between visitors and those visited; mutual understanding, respect and equity; support to local self-determination and economic, cultural and social benefits” Scheyvens (2002:104; cited in Higgins-Desbiolles, 2008, p.354)

# Bridging ST and CBT?

- Principles & Objectives of ST applied to CBT
- But some differences such as macro-micro, etc.
- Issues of governance especially relating to justice, ethics, and equity problematic.
- The study proposes a preliminary framework of SCBT (includes existing dimensions and criteria; addresses important omissions and proposes inclusion of new dimension & criteria under-represented in the domain of governance)



# Stage-2: Empirical Study

## **Purpose and rationale:**

1) To develop a robust framework of SCBT

By specifically looking into destination justice, equity, and “Ethic of care” through an exploratory case-study of tourism stakeholders in Bryan-College Station, TX.

# Focus Area

The SCBT framework proposes four dimensions extending from the existing three which are as follows:

1. Economic sustainability
2. Social sustainability
3. Environmental sustainability
4. Governance, justice and equity (under-represented)

# New Model with Four Dimensions

Dimensions of ST/CBT

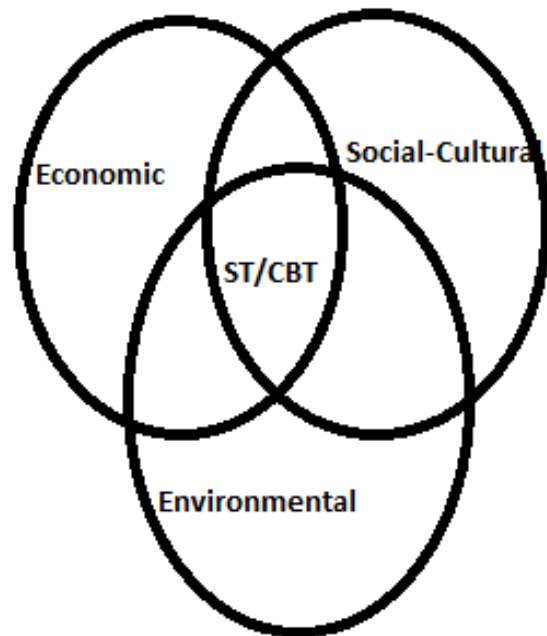


Figure 1 Common Model of ST/CBT

New Dimensions of ST/CBT

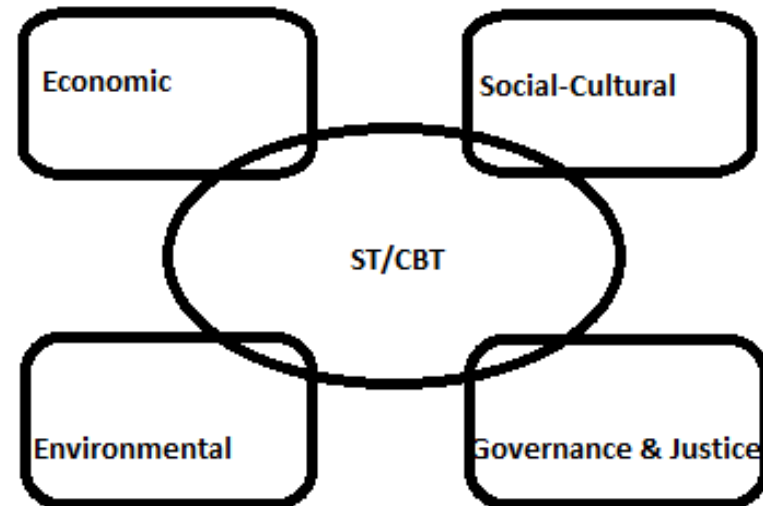


Figure 2 Dimension/s of government and justice has largely been under-represented

# The Empirical Study (ES) is Going to Explore

## **Based on Scoping Review:**

- Key principles of good governance and good justice universally applicable (including western liberal democracy) such as the UNDP's five principles (IOG, 2015).
  - i) Equity in terms of fair distribution of tourism related goods (justice issue)
  - ii) Equity in terms of benefits to disadvantaged groups (justice issue)
  - iii) Empowerment-residents/stakeholders to participate in tourism related decisions-making and development (equitable distribution of tourism related costs and benefits)
  - iv) Accountability and transparency
  - v) Direction-Strategic vision

# Proposed SCBT Criteria to Explore Justice & Equity

Dimension	SCBT Criteria/Themes
Governance	<p><b>Good Governance</b></p> <ul style="list-style-type: none"> <li>Accountability and transparency</li> <li>Equity in the distribution of goods, services through tourism (see below)</li> <li>Inclusiveness and respect for diversity</li> <li>Power/rules/regulations (provision to include/benefits to the disadvantaged, economically marginal groups)</li> <li>Recognizing the rights and values of diverse groups and indigenous people</li> <li>Participatory democracy, enabling resident participation and control over decisions making (fair distribution of power); facilitating empowerment to participate in planning and development of tourism</li> </ul> <p><b>Processes of Empowerment in development/decision making</b></p> <ul style="list-style-type: none"> <li>Local capacity building (ethnic minorities/ community groups)</li> <li>Local/citizen control (Ownership/management)</li> <li>Participation/representation, decision-making/communication</li> <li>Coordination/collaboration</li> <li>Delegation of power (ethnic minorities/ community groups)</li> <li>Empowerment—social, economic, psychological, political</li> <li>Support for local self-sufficiency and self-determination of communities/ethnic minorities</li> </ul>
Justice and equity	<p><b>Equity in distribution of tourism related goods (distributive justice)</b></p> <ul style="list-style-type: none"> <li>Benefit sharing (economic, social, cultural)</li> <li>Job opportunities (opportunity for all races, genders including disabled, vulnerable, and disadvantaged/indigenous population)</li> <li>Local prosperity-equitable distribution and retention of tourist dollars in the community</li> </ul> <p><b>An 'Ethic of Care' and community well-being</b></p> <ul style="list-style-type: none"> <li>Caring for others, 'bear up' (Ethics of care to complement justice)</li> <li>Minimizing racial/ethnic gaps</li> <li>Community satisfaction through tourism</li> <li>Respecting the rights of disadvantaged/indigenous/local people</li> <li>Respecting the culture/heritage of disadvantaged/indigenous/local people</li> <li>Solidarity, mutual understanding and respect among residents and tourists</li> <li>Opportunity for local people to present their real culture with pride &amp; dignity</li> <li>Opportunity for the hosts telling their past stories of oppression and discrimination</li> <li>Creating a sense of place (growth or decline) through tourism</li> </ul>

# Research Questions

RQ 1: RQ 1: How does the system of local tourism governance address collaborative participation and decisions-making in tourism development with consideration to responsive quality?

- *What are the legal mechanisms for enabling community (stakeholder) participation in matters relating to tourism development in BCS (i) to provide input and (ii) to participate directly in tourism development and decision making?*
- *How do stakeholders feel about being able to influence tourism related development decision making? (Issue of empowerment)*
- *How do stakeholders feel about being able to participate in development related decision making (issue of empowerment?)*

RQ 2: *How do the various stakeholders feel about tourism development in BCS, specifically, with respect to the distribution of tourism related goods and resources; and respect to “Ethic of care”? (Distributive justice)*

- *Do stakeholders feel the benefits of tourism (revenues, etc.) and other govt. support for tourism being distributed equitably among various actors in BCS tourism?*
- *How is tourism development benefitting the disadvantaged and lower income groups, the poor, in the community? (Investigates second part of Rawls’ second principle)*
- *How do stakeholders feel about getting attention and support for tourism development from relevant decision makers? (Issue of responsiveness, care as well as justice)*

# Research Methods

- Exploratory Qualitative Research
- Constructionist (interpretivist) epistemology-not a single reality, but multiple
- Constructionist-interpretive-both idiographic and emic inquiry where meaning is made through interactive dialogue (dialogic interactionism)
- Methodologies are case study and participant observation also to be informed by constructivist grounded theory during data analysis

# Study Setting & Research Participants

- Bryan-College Station (BCS), TX, USA
- Texas A&M University est. 1876, one of the largest public universities in the nation (over 50,000 students) and Blinn College, Bryan, est. 1883 (over 10,000 students).
- Popular attractions



# Study Setting & Research Participants (Cont.)

- BCS offer a myriad of tourism-related services.
- The research participants are a mix
- In-depth Interview with 25-35 participants targeted, 17 interviewed so far.
- Some cultural festivals attended (PO)

# Juneteenth Festival Concert



Palace Theatre, Downtown Bryan, TX, June 19, 2015

# Juneteenth Festival Parade



Sadie Thomas Park, Bryan, TX, June 20, 2015

# Concert During Fiestas Patrias



Downtown Bryan, TX, Sept. 20, 2015



# Texas Reds Steaks, Grapes & Wine Festival



Downtown Bryan, TX, Sept. 26, 2015

# Data Analysis

- Follows seven typical analytic procedures as outlined by Marshall and Rossman (2011, p. 206)
  - 1) Organizing the data,
  - 2) Immersion in the data,
  - 3) Generating categories and themes,
  - 4) Coding the data,
  - 5) Offering interpretations through analytic memos,
  - 6) Searching for alternative understandings, and
  - 7) Writing the report
- Concurrent data generation and analysis; Constant comparative analysis; and advanced coding and theoretical integration
- To supplement the analysis, apply qualitative data package NVIVO to organize data and develop charts and graphs

# Preliminary insights:

## Context , issues, concerns

- Initial Codes and Categories developed from first 15 interviews. Context of tourism & some issues/concerns summarized for this NET presentation:
  1. Tourism revenues collected by cities and counties in the form of Hotel Occupancy Tax (HOT) as guided by HOT regulations.
- City of Bryan/CS consults with stakeholders (BCCVB, BCSCC, ACBV, DBA, BVLA and others) on HOT distribution.
- Majority of funding ( $\geq 98\%$ ) of BCCVB, BCSCC, ACBV, DBA comes thru HOT allocated by B/CS

# Context, issues, concerns (cont.)

- Regular interaction/discussion forums with City, CVB, CC, DBA, etc. HOT allocation decision by the City Council after discussions
- Stakeholders' voice generally heard, but CVB feels it's funding has not increased in proportion to HOT increase
- B/CS \_\_\_\_\_, CVB have prime responsibility and are contacts for tourism issues, but other contacts depending on the nature of issues.



# Context, issues, concerns (cont.)

- Effective Communication: Need to increase communications and networking emphasized
- HOT distribution as mandated by the state. Focus on ROI and large tourism related stakeholders benefit most, according to respondents (concern!)
- HOT grants for festivals and events. To explore further: fair distribution among stakeholders and potential tourism development /entrepreneurship at community level?
- Tourism staff wages perceived as fair in general, market-driven. To explore further: minimum wage increase impacts
- Frontline staff get better than kitchen staff; but state/government agency staff get better than non-projects.

# Context, issues, concerns (cont.)

- Ethnic minorities such as African-Americans, Hispanics have successful food and restaurant businesses
  - Asians specifically Indians run hotel/motel businesses successfully (Fair price, clean facility, courteous staff).
  - To explore further: How “just”, i.e, how equitable and fair are access to resources needed to develop and operate small hospitality & tourism enterprises?
  - What role ought TAMU to take given how much HOT is generated by TAMU & Kyle Field, AND returned to it?
- No incentives to locals to engage in tourism except festival grants facade grants, HUB awards.

# Context, issues, concerns (cont.)

- Other issues (general): Public transport, limited air-service/airport, seasonality – dependent on TAMU calendar/events
- Benefits: City services development, events support, city services, help lower resident taxes
- Good mutual understanding between tourists, residents, and tourism stakeholders. Close bonding/connections.
- Good experiences: Feel welcome, relocate business, move here, repeat visits.
- Bad experiences: Gameday traffic, lines in restaurants, leave town.

# Next steps :

- Preliminary insights show a number of issues related to governance, justice and ethics, including issues of communication among key tourism stakeholders, leadership in tourism governance (role of TAMU), etc.
- Continuing research to explore further insights, issues and concerns as expressed by participants (stakeholder experiences & perceptions) , e.g.
  - Equity and fairness in distribution of tourism revenues for development (community-based business, entrepreneurship, operations/management, resource sustainability (partly mentioned so far by respondents)
  - Fair treatment (issues of discrimination & racism), including within diverse, minority, tourism stakeholders.

# New Insights

- There are some incentives/tax abatements to big hotels/resorts from the city office through RVP, however, no incentives and tax abatements for small businesses except some awards, facade grants.
- Texas A&M sports and events are major pull factors to thrive businesses. Stakeholders (also as residents) recognize the value of tourism for the community, however, game day traffic and long lines in restaurants make residents either stay home or live town.

# New Insights

- Bryan-College Station lacks image of a travel-destination, rather it's an events destination. Majority of visitors drawn by Texas A & M sports, home games, Graduations, Parents weekends, Ring-days.
- Bryan City Council has structured representation, 2 districts out of 5 represent minority population. It ensures voice in tourism governance.
- Historic downtown of Bryan represents heritage, culture and tradition, however, it is Texas A&M (Aggie) tradition (Howdy!) that largely defines the culture and diversity of Aggieland

# Future Course of Action

- Conduct further 12-18 in-depth interviews
- Come up with final conclusion and recommendations.

# Preliminary Framework of SCBT

Dimensions	Summary of SCBT Criteria/ Themes combined from various sources	Source/Authors
Economic	<p><b>Economic Benefits:</b>  Capturing economic benefits; Sustainability of tourism operations &amp; services; Economic monitoring; Economic vitality; Business performance/profitability; Local economic development; Economic well-being; Local government income; Rural development; National economic development; Property values; Local economic diversification; Increased consumption of local products; Supporting local entrepreneurs and fair trade; Investments; Employment; Quality of employment; Business motivation; Revenue generation; Business performance; Income distribution/capital leakage and linkage; Income &amp; total sales; Empowerment; Ownership;</p> <p><b>Local Jobs and Participation:</b>  Local career opportunities/Employment; Public participation; Local community opinion; Local access; Tourism awareness and education; Support for community; Labor/company and job conditions</p> <p><b>Institutional Mechanism to Ensure Economic Benefits:</b>  Fair wages; Internal-External business operations; Income distribution; Capital formation in the community/investment; Nature of (visitors) demand; Labor/company and job conditions; Micro-credits; Preventing exploitation; Foreign exchange leakage &amp; domestic linkages; Demand and supply of local services; Accommodation capacity; Wages evaluation; Tourism employment index; Tourist expenditure pattern; Index of foreign exchange revenue</p> <p><b>Visitor Management:</b>  Seasonality; Length; Visitor expenditure;</p>	<p>WTO Guidebook (2004); GSTC, (2014); Tanguay et al. (2012); Roberts &amp; Tribe (2008); SNV &amp; Univ. of Hawaii (2007); FTTSA (2005); Choi &amp; Sirakaya (2006); Lucchetti &amp; Font (2013); Spenceley (2005); Schianetz &amp; Kavanagh (2008); Choo &amp; Jamal (2009) Park &amp; Yoon (2011); Reddy (2008)</p>



# Preliminary Framework of SCBT

Dimensions	Summary of SCBT Criteria/ Themes combined from various sources	Source/Authors
Environment al/Ecological	<p><b>Protection of Natural Environment:</b> Protection of Valuable Natural Assets; Managing Scarce Natural Resources (Water availability &amp; conservation; Drinking water quality); Protection of sensitive environments; Wildlife protection;</p> <p><b>Reducing Waste/Emissions:</b> Limiting Impacts of Tourism Activity (Sewage treatment; Solid waste management; Greenhouse gas emissions; Energy conservation; Wastewater; Solid waste reduction; Light and noise pollution; Recycling &amp; reuse; Pollution effects management; Visual pollution (conformity to local vernacular); Respect environment; Rate of ecosystem destruction/degradation;</p> <p><b>Innovating Adapting to Environment-friendly Plans:</b> Green design, Permaculture gardens; Alternative energy; Vegetation; Conservation zone; Fostering human environment relationships; Low-impact transportation; Ecosystem; Atmosphere; Energy; Resilience and risk; Environmental awareness &amp; management; Energy efficiency</p> <p><b>Assessment and Monitoring:</b> Environmental risks; Assessment of environmental impacts of tourism activity; Health of human population (residents/visitors); Air; Geology &amp; soil; Coastal &amp; marine resources; Environmental awareness; Biodiversity &amp; ecological health; Natural capital; Loss of renewable/non-renewable resources</p>	<p>WTO Guidebook (2004); GSTC (2014); Tanguay et al. (2012); Roberts &amp; Tribe (2008); SNV &amp; Univ. of Hawaii (2007); FTTSA (2005); Choi &amp; Sirakaya (2006); Lucchetti &amp; Font (2013); Spenceley (2005); Schianetz &amp; Kavanagh (2008); Choo &amp; Jamal,(2009); Park &amp; Yoon (2011)</p>

# Preliminary Framework of SCBT

Dimensions	Summary of SCBT Criteria/ Themes combined from various sources	Source/Authors
Social-cultural	<p><b>Community Wellbeing &amp; Satisfaction:</b>  Community Wellbeing ( Local satisfaction with tourism; Effects of tourism on communities); Sustaining Cultural Assets; Attraction protection; Crime and harassment; Cultural promotion; Ownership patterns; Resident views (satisfaction); Host reactions to tourists; Local culture/tradition; Community development; Social cohesion; Sex tourism; Community resource; Distribution of resource/power; Community health and safety; Quality of life in general; Building/architecture; Socio-cultural fabric; Recreational Quality;</p> <p><b>Community Participation &amp; Empowerment:</b>  Community Participation in Tourism; Community assets/skills/involvement; Uniqueness; Community empowerment; Cultural education; Education &amp; training; Equitable changes in local lifestyle; Site interpretation; Intellectual property; Distinction (visit to heritage sites); Accessibility; Resident access;</p> <p><b>Visitor Satisfaction:</b>  Tourist Satisfaction; Visitor management; Visitor behavior; Accessibility and convenience;</p>	WTO Guidebook, (2004); GSTC (2014); Tanguay et al. (2012); Roberts & Tribe (2008); SNV & Univ. of Hawaii (2007); FTTSA (2005); Choi & Sirakaya (2006); Lucchetti & Font (2013); Spenceley 2005); Schianetz & Kavanagh 2008); Choo & Jamal (2009); Park & Yoon (2011)

# Preliminary Framework of SCBT

Dimensions	Summary of SCBT Criteria/ Themes combined from various sources	Source/Authors
Governance	<p><b>Planning/Strategic Vision:</b> Controlling tourist activities &amp; levels (Controlling use intensity); Destination planning &amp; control (Development Control); Designing products &amp; services; Strategic plan; Access to finance;</p> <p><b>Management &amp; Marketing:</b> Sustainable destination strategy; Destination management organization; Tourism seasonality management; Climate change adaptation; Property acquisitions; Promotion; Promotion of ecotourism (eco-label); Marketing (return-visits); Tourist traffic (volume); Management &amp; staff training; Partnerships (Govt. Pvt. Sector, NGO); Local authorities encourage community participation</p> <p><b>Power, Rules &amp; Regulations:</b> Governing; Steering; Mobilizing; Monitoring; Inventory of tourism assets and attractions; Planning Regulations; Access for all; Visitor satisfaction; Sustainability standards; Monitoring &amp; Evaluation;</p> <p><b>Visitor Safety &amp; Crisis Management:</b> Safety and security; Crisis and emergency management; Fair &amp; safe working conditions; Traffic;</p> <p><b>Collaboration/Coordination:</b> Sharing knowledge, thought, resources, power-sharing, multi-level integration, engagement, story-telling and pluralistic dialogue,</p> <p><b>Participation:</b> Involvement, Diversity &amp; decentralization; Deliberation; Transactional relationship; Consensus orientation</p> <p><b>Service Delivery:</b> Flexibility, revisibility</p> <p><b>Accountability:</b> Responsiveness, efficiency, effectiveness</p> <p><b>Transparency:</b> Clear operational structures &amp; processes</p> <p><b>Equity:</b> Pursuit of equity and inclusiveness; Acceptance of diversity</p> <p><b>Communication:</b> Constructive information flow</p> <p><b>Leadership:</b> Visionary</p> <p><b>Political:</b> Local oriented control policy; Political participation; Local planning policy; Political support at all level of governments</p> <p><b>Techonological:</b> Accurate data collection &amp; tourism information change; Adoption &amp; use of new &amp; low impact technologies; Benchmarking-generic &amp; competitive</p>	<p>WTO Guidebook (2004); GSTC (2014); Tanguay et al. (2012); Roberts &amp; Tribe (2008); Puhakka, Cottrell &amp; Sikamaki (2014); Pomeroy, Noble &amp; Johnson (2011); SNV &amp; Univ. of Hawaii (2007); FTTSA (2005); Lucchetti &amp; Font (2013); Choo &amp; Jamal,(2009); Bramwell (2011); Hall (2011); Wary (2011); Bramwell &amp; Lane (2011); UNDP (1997; cited in Eagles et al. (2013); Dredge &amp; Jamal (2013); Jamal &amp; Watt (2011); Beaumont &amp; Dredge (2010); Park &amp; Yoon (2011);</p> <p>Choi &amp; Sirakaya (2006)</p> <p>Choi &amp; Sirakaya (2006)</p>

# Preliminary Framework of SCBT

Dimensions	Summary of SCBT Criteria/ Themes combined from various sources	Source/Authors
Governance: Under-represented issues of Destination Justice, Ethics and Equity	<p><b>Local Career Opportunities:</b> (requires equal employment opportunity for all including women, youth, disabled &amp; vulnerable population); Poverty reduction; Gender, equity &amp; social inclusion; Fair employment; Respect for human rights; Affordability (services targeted to low income people)</p> <p><b>Just, Good-Action &amp; Virtuous Tourism:</b> Recognition of values and indigenous people of the South; Fair distribution of power, goods and services.</p> <p><b>Ethics both as Means and End:</b> Applying moral/ethical values in tourism</p> <p><b>Sharing Risks and Benefits:</b> Environmental and ecocultural equity; Provisioning procedural &amp; distributive justice; Balancing corporate interest with community needs</p> <p><b>Addressing Racism/Disparities:</b> Inclusiveness, affirmative action to the disadvantaged</p>	<p>SNV &amp; Univ. of Hawaii (2007); FTTSA (2005); Schianetz &amp; Kavanagh,(2008); Hultsman (1995); Tribe (2002); Macbeth (2005); Fennell (2009); Jamal &amp; Menzel (2009); Lee &amp; Jamal 2008); Smith &amp; Duffy (2003); Higgins-Desbiolles (2008; 2010); Peterson (1997); Jamal, Camargo &amp; Wilson (2013); Jamal &amp; Camargo (2014); Moscardo (2011); Tribe (2002).</p>

# Questions?

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