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European Concept for Accessibility

Design for All
in Tourist Destinations
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Foreword by the Secretary of State of the Economy, Luxembourg

Luxembourg was the first country to enshrine the "Design for all" concept in its government programme. As Secretary of State of the Economy, this makes me very proud, but I am also well aware of the responsibility for its rigorous implementation, which comes with that decision.

Developing "Tourism for All" is an important step to guarantee its successful implementation. It demonstrates that Luxembourg aims to be a tourist destination welcoming every single visitor and ensuring that we guarantee the same level of comfort and quality to everyone.

The success of our "Tourism for All" initiative depends on the enthusiasm and dynamism of many different actors on many different levels. "Isolated solutions" have to be avoided and our main focus must be on collaborating and networking. I am confident that the Grand Duchy is on the right track and that we will continue to address the upcoming changes in society in the years to come.

The present publication aims to provide advice and guidance on how to implement the concept of "Design for All" in tourist destinations. I am convinced that the case studies will inspire us, as well as other readers, to work towards the same goal.

I would like to seize the opportunity to thank the members of the European Concept for Accessibility Network (EuCAN), as well as Info-Handicap Luxembourg and everyone else who contributed to this publication.

Francine Closener

Secretary of State of the Economy

About this publication

"We emphasize the market-based approach because it is so little known. We find that by retaining constant awareness of the market we reinforce a problem-solving approach suited to business and government's best impulses toward customer service. The alternative, a mandated compliance approach alone, sometimes triggers a defensive reflex. That can result in our market being marginalized as a risk to be managed rather than a profit centre." (Scott Rains, 1956 – 2016) [1]

People have diverse capacities and limitation, but they all have the wish to fully participate in society. In the past, it was expected that a person would give up their personal goals, when the environmental or organisational possibilities to make it happen appeared to be too difficult or even unrealistic. Today, we have the technical and organisational means to overcome many barriers and, at the same time, the freedom for personal decision-making has been anchored in a set of non-discrimination laws.

However, despite such an encouraging situation, it is still difficult for many people to enjoy freedom of movement and spontaneous decision-making. The reason for that difficulty is a multitude of gaps when it comes to combining different kinds of services. Information, transport, accessibility, assistance, enjoyment, adaptation, choice, etc… need to be planned in a way to respond to many different expectations of many different users. If the organiser of a service did not plan for diverse users, that service will not be available for all those who want to use it.

If, in a tourist destination, the majority of services are planned in isolation, if all these services are not inter-linked, the destination risks not being attractive to many users and the organisers will not be able to sell the product.

Nowadays social thinking cannot anymore be dissociated from economic thinking.

The European Union's policies aim at consolidating both, the internal market and social equity. Tourist destinations have the potential to set the standard for such policies and to demonstrate that earning money and responding to human needs are not contradictory.

The recipe for achieving that goal is "Design for All".

Several destinations all over Europe and the world have chosen the Design for All approach for optimising the available services and the outcomes seem to be positive enough to encourage them to follow that approach further as described in the case studies presented in this publication.

Francesc Aragall   Peter Neumann   Silvio Sagramola

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[1] Rains 2014, p. 1

1. Introduction

For many years, the discussions related to accessibility pointed inevitably to disability. All started with the identification of barriers in the built environment and their negative effects on the active participation of people with disabilities in everyday activities.

Organisations of and for people with disabilities broadened the discussion to other topics, like housing, transport, information and communication technologies and, more recently, easy to read language.

Changes in society, such as an ageing population in many parts of the world, globalisation and the free circulation of people and goods, contributed to widening the number of potential beneficiaries of new ways of conceiving community living.

Human rights activists and policy makers started to support the trend towards a more people oriented way of thinking with proactive pamphlets, policy documents and concepts.

A major outcome of this evolution has been changes in terminology by combining significant words with the suffix "for all", i.e. accessibility for all, transport for all, housing for all, etc. The aim was indeed to underline clearly the general impact of related concepts on more groups of the population than solely on people with disabilities or older people.

It became obvious however, that the general population, many technical players and even activists and policy makers had differing interpretations of how to put these trends into practice. In addition, even the attempt to make things easier through merging all these approaches into one single concept could not achieve the necessary clarification.

This "single concept" was disseminated under different names, i.e. "Universal Design", "Design for All", and "Inclusive Design", just to name the most common appellations. The translation of these terms into the other languages in a globalised world added to the potential for varying interpretation and implementation of the concepts behind the words.

Today, many people use the same words, but they have different understandings of their meaning.[2]

The members of EuCAN, the European Concept for Accessibility Network[3], have been aware of the difficulty, or even impossibility, of harmonising the ways of thinking due to a huge variety of contexts, customs and standards worldwide. That was the

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[2] (see: Wikipedia, Universal Design, European DfA organizantional networks)

[3] (see: Wikipedia, European Concept for Accessibility Network)

reason why they have never focused on comparing definitions or interpretations and why, in 2008, they developed and published a practical strategy based on 7 Interdependent Success Factors[4] aimed at coming as close as possible to the intended outcome to satisfy a huge variety of social expectations.

The successful implementation of the 7 Success Factors into a series of studies and policy papers, by the European Commission, the Council of Europe, as well as by several European organisations has strongly confirmed their effectiveness[5]. This present EuCAN-publication aims to demonstrate how the 7 Interdependent Success Factors can be used in the field of tourism in general and applied to tourist destinations in particular.

The EuCAN-vision builds on the belief, that providing coherent offers for guests and visitors should be the responsibility of the local service providers in close cooperation with the destination management organisations. They know best, what "their" destination has to offer and what kind of tourism can be best matched with the local expectations. That is the reason, why this publication will focus on **tourism destinations**, why it will consider the **package of tourism offers as a whole** and why it will insist on the importance of linking them in a way that allows guests and visitors to make choices according to their preferences and expectations while respecting the local character of the destination.

As usual, the concept will be illustrated with practical examples provided by the members and followers of the EuCAN approach.

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[4] Aragall/Neumann/Sagramola 2008
[5] Aragall/Neumann/Sagramola 2008

2. Definitions and basic considerations

In the following pages, reference will be made to a certain number of "technical terms" and definitions. In order to make the reader feel comfortable while reading and in order to avoid misinterpretations, some of the terms are briefly explained here:

Destination: A tourist destination is defined as a geographical area consisting of all the services and infrastructure necessary for the stay of a tourist. Tourist destinations are the competitive units of incoming tourism and co-locate activities (products, experiences and services) under the destination brand that is linked throughout the service chain. Tourist destinations comprise various stakeholders including the host community (cf. UNWTO, 2002[6]; Bieger/Beritelli, 2013).

Design for All: Design for All stands for a process aiming to maximise the usability, enjoyability and accessibility of the built environment, products, services and events, conceiving them in a way that responds to the broadest possible range of human capacities, capabilities, needs and preferences.[7]

The 7 Interdependent Success Factors (ISF): are mentioned in different chapters of this publication. The authors emphasise that these factors are a tool within a process and not a set of strict rules. Even though the methodology should be followed as explained in ECA 2008, it is important to understand the need for a coherent transposition of the tool to the context in which it has to be applied.
The 7 Interdependent Success Factors are:

> ISF 1: Commitment of decision-makers
> ISF 2: Coordination and continuity
> ISF 3: Networking and participation
> ISF 4: Strategic planning
> ISF 5: Knowledge management and qualification
> ISF 6: Optimisation of resources
> ISF 7: Communication and marketing

Tourism: Tourism incorporates all the processes, activities, and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting of visitors. (cf. Goeldner & Ritchie, 2009)

Tourism service chain: is the provision of consecutive services that, despite being supplied by different players, are essential to delivering the tourism experience. If one link of the chain is missing or is too weak the results will be an unsatisfactory tourism experience or customer's journey.

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[6] World Tourism Organization (UNWTO) (2002), Conceptual Framework:
http://destination.unwto.org/content/conceptual-framework-0
[7] Wikipedia (2014): Design für Alle. https://de.wikipedia.org/wiki/Design_für_Alle

3. Meanings and challenges

„Tourism is about places and spaces that are embedded in cultures, economies, and social lives of communities" (Saraniemi/Kylänen 2011, p. 133)
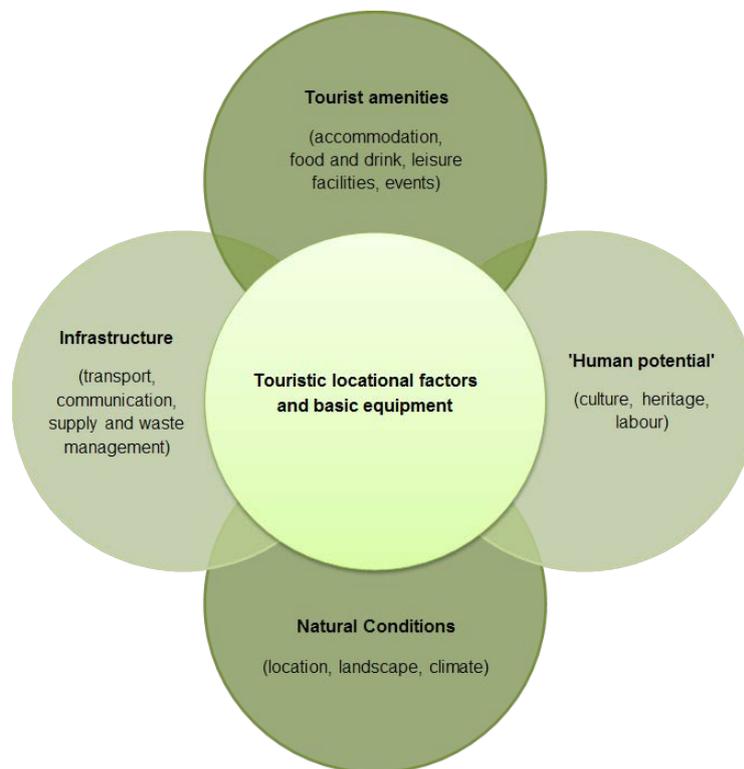
**Figure 1: Location factors and basic equipment of destinations for All
(Source: Modified according to Steinecke 2013)**

In tourism practice all over Europe, several concepts like Tourism for All, Accessible Tourism, or Senior Tourism are becoming increasingly important. As a recent study commissioned by the European Commission shows (European Commission, 2014) consumer demand is growing, destination managements and tourist industry suppliers are developing new concepts, and local, regional and national governments are creating new policies to encourage Design for All also at tourism destination level.

Based on the definition of "Destination" and "Design for All" (see chapter 2) the term **"Destination for All"** is to be understood as a (tourism) destination where tourists and inhabitants, regardless of age, gender, abilities, body shape, beliefs or cultural background, can enjoy the available tourism products, (support) services and attractions and where sustainability is guaranteed.

The management of a destination should be committed to responding positively to the growing need for systematic, multidisciplinary and cross-sectoral strategies for a "Destination for All" at local, regional and national level.

That comprises:

- ensuring (tourism) accessibility throughout the entire tourism service chain;
- ensuring (tourism) sustainability;
- increasing the quality of life of its citizens;
- benefiting from the diversity of tourists, business opportunities, and innovation management.

Since tourism destinations comprise also working, living and habitats for the local population, a sustainable and harmonious development of a "Destination for All" is only possible if the interests and needs "of all" stakeholders are taken into account, including those of tourists as well as those of the local citizens. Hospitality, regional culture and the natural environment are strongly affected and influenced by the residents of a destination. They are the basis for the "tourism culture" of a destination.

An important basis of a "Destination for All" should be an honest assessment and evaluation of the tourist location factors and basic equipment. These include the natural circumstances (location, landscape and climate) and infrastructure facilities (transport, communications, utilities and waste disposal), the "human potential" (culture, customs, labour, service, etc.) and special tourist offers (hotels and restaurants, leisure facilities, events, etc.) (see Figure 1), (Steinecke 2013 p. 86).
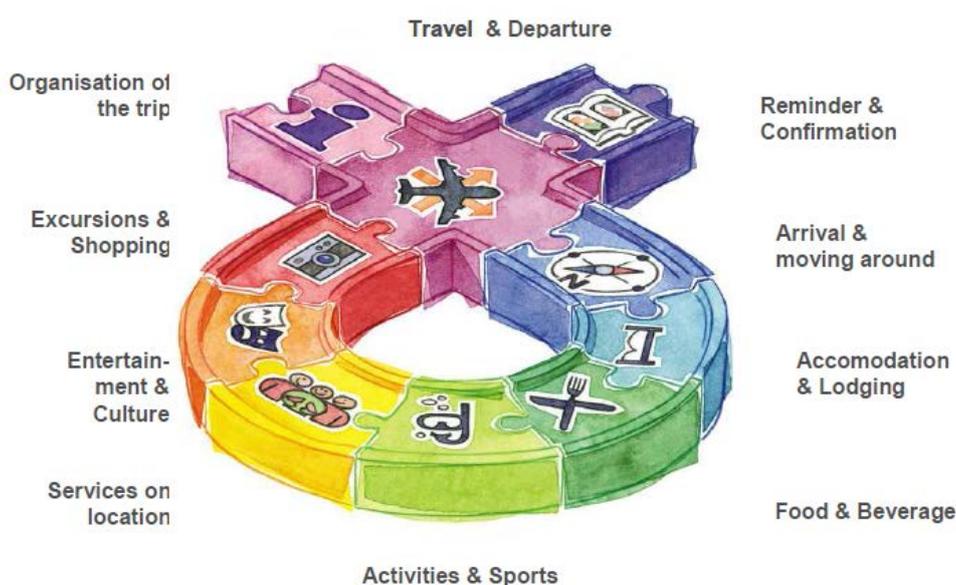
**Figure 2 : The entire service chain of tourism
(Source: ADAC 2003)**

Any holiday or trip consists of a chain made up of different elements, products and services. The selection of a destination and the planning of the trip from the very beginning implicitly influence the expectations of the guest or tourist. Once the tourist has developed his "subjective picture of his holiday", his satisfaction will depend on the ease with which he can turn that goal into reality.

As guests perceive their journey or stay in a destination as a single 'unit', it is crucial that they get the feeling, throughout the entire service chain, that the reality is matching their vision or "subjective picture". In addition to the objective capacity of offers to respond to the guest's expectations, the connection between the various parts of the service chain is therefore of special significance.

In other words: holidays or trips are profoundly influenced by products and services that are linked throughout the service chain (see figure 2).

As figure 2 shows, the service chain consists of the following elements:

Prior to arrival:

Clear, reliable information about the general products and services:

- clear, easy booking
- accessible and comfortable travel to the destination (e.g. reliable means of transport, safe departure and arrival, etc.)
- …

At the destination:

- good quality of service
- consistent quality in terms of accommodation, food and drink
- possible excursions and cultural events
- shopping facilities, reliable medical facilities
- …

Departure:

- accessible and comfortable departure (e.g. reliable means of transport, safe departure and arrival, special services such as a lunch pack for the trip, etc.)
- …

After the holiday or trip:

- "souvenirs"
- follow-up (because a satisfied regular customer may book again)
- …

4. European studies: Accessible Tourism in Europe

In 2012, the European Commission contracted three different studies on Accessible tourism in Europe, one of which focused on the "Economic Impact and Travel patterns of Accessible Tourism in Europe" (GfK Belgium/University of Surrey / NeumannConsult / ProAsolutions, 2014).

This was the first study to provide reliable data on the importance of Tourism for All in Europe and substantially changed the perception of the impact of this market segment on both the economy and employment. It contributed to shedding new light onto the tourism behaviour of tourists with access needs.

4.1. Key findings

Key findings of the study "Economic Impact and Travel patterns of Accessible Tourism in Europe"

In the EU, more than half of all the people with mobility and activity limitations between the ages of 15 and 64 went on a journey in the twelve months between mid-2012 and 2013. On average, each person in this group made 6.7 day trips and 6.7 overnight stays during this period.

Overall, people with activity limitations generate 170 million day trips and overnight stays of approximately the same amount.

During the same period, people over 65 years of age showed a travel propensity of almost 50%. Overall, they generated 225 million day trips and 217 million overnight stays

Thus, the group of travellers who particularly benefit from accessible offers - disabled and older people – generated 783 million day trips or trips lasting several-days within the EU.

Germany, France and the UK are the most important source markets within this group. The USA, Switzerland and Russia are the most important source markets outside the EU.

By 2020, the number of trips made by older and disabled guests within the EU will rise to 862 million trips per year. In addition, we may expect 21 million trips per year by guests from the main non-EU source markets.

However, the overall potential is far greater: if it were possible to increase the accessibility of tourism-related facilities significantly, then up to 1.231 million trips per year could be realised.

Guests from the EU with special access needs currently generate a total revenue of 786 billion €, which accounted for 3 % of the EU's gross domestic product (2012). Under the optimistic assumption of a significant increase in accessible tourism-related facilities, the contribution of these guests could rise by almost 40 %. Even more pronounced is the potential of the guests from non-EU countries. Growth rates up to almost 75 % are possible. Additional factors like travelling with friends or relatives are not even taken into account.

In the light of such figures, it is easy to understand that the tourism patterns and requirements of visitors with access needs should be seriously considered by both the European tourism industry and destinations if they do not want to neglect more than 1/3 of the total tourism market.

All these data clearly demonstrate that the majority of tourists in Europe can certainly not be standardised under a common heading. On the contrary, it becomes obvious that the strategies and procedures of tourism providers have to recognise that each individual client has his/her unique profile and that their offers should therefore be designed in a way that can respond to the widest possible range of human diversity.

The study contradicted another traditional cliché, when it revealed that, in reality, the majority of people with access needs do not have to face an enormous number of barriers during their holidays. This is probably due to the fact, that they carefully plan their journeys to convenient destinations, which they have previously, experienced themselves, have been recommended by friends and close relatives or been clearly described in reliable mainstream websites and forums. This presumption implies that tourists with access needs mainly travel to destinations that guarantee a certain level of service quality and where accessibility provision and client orientation are integrated in the standard offer.

On the other hand, the study revealed another unexpected fact, namely that tourists accompanied by small children, face an increased level of problems when travelling. A logical explanation is probably to be found in the fact that these tourists are less prepared to deal with accessibility issues.

Therefore, destinations that are not able to provide quality offers to people with access needs risk losing at the same time the potential business of friends and family members accompanying these people.

Another important outcome of the study was the high level of loyalty. In the three groups identified in the graph below (travellers with children, travellers 65+, travellers with limitations), more than 80% of the people interviewed confirmed their willingness to return to the same destination.
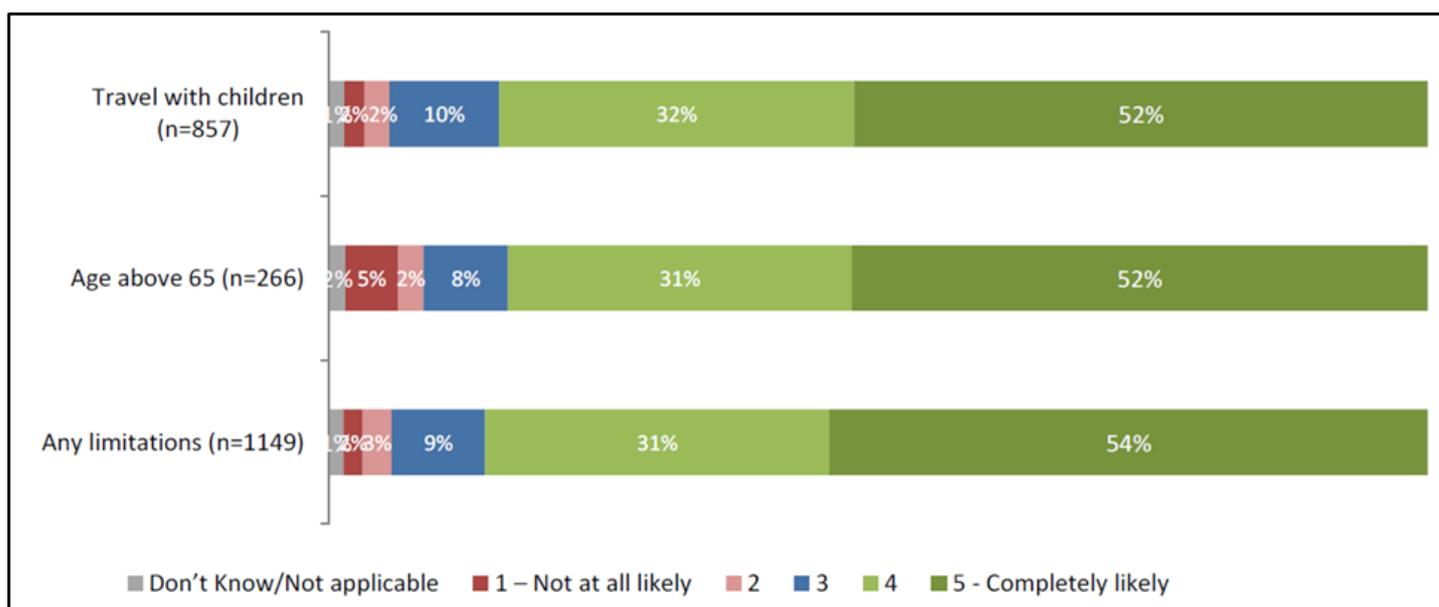
**Figure 3: Likelihood to go back to the same destination
(Source: GFK Belgium et al. 2014)**

The analysis of successful destinations and businesses revealed that providers which structured their service provision in line with the 7 Interdependent Success Factors, managed not only to make a profit from their activity but also a **return on the investments made**.

They also demonstrated that:

- Destinations providing a good level of accessibility in mainstream tourism services generate an increased number of clients.
- Destinations that care about accessibility are generally focused on delivering good quality service as well.
- Destinations with good accessibility care about increased cooperation among service providers.

4.2. Benefits and Opportunities – Lessons learnt from the EU-Study

The significant potential benefits of accessible tourism can only be reached if access improvements are underpinned by a clear business strategy. However, the first step is to avoid old clichés that the European study proved were wrong:

Accessible Tourism is not only about wheelchair users.

94% of tourists with access needs do not use a wheelchair and the vast majority people's access limitations are not apparent.

Access improvements do not necessarily imply high costs for the benefit of just a few guests.

People with access requirements select their destinations carefully to prevent problems during their trip. In practice, it implies that better prepared destinations are already receiving tourists that other destinations are missing.

On the other hand, it has been demonstrated that access improvements are investments with a fast return. Even when construction works are unavoidable, as a very first step a lot can be achieved also with (little) investment in staff training, information improvements and service provision organisation.

The needs of disabled guests are very similar to those of the usual clientele.

Some tourism managers fear that disabled guests would cause their usual clients to choose another service provider. In fact these managers do not realise that a big part of their clientele already have access requirements (allergies, broken leg, lack of stamina, hard of hearing or visual problems, among others).

Nicely designed accessible rooms comfortably used also by non-disabled guests.

What all guests reject are ugly rooms (looking like hospital rooms). Nowadays many hotel chains in Europe have managed to include accessible provisions in their premises by means of interior design and these improvements are not only accepted but appreciated by guests in general, because most of the time they enhance the comfort quality.

Guests with access requirements do not demand extra effort from staff.

While a rigid service provision scheme is unsatisfactory for a large part of the clientele, a flexible, client-oriented service (provided by well-trained staff) aimed at treating every client as the best client, will be enough to meet the majority of possible access requirements.

The social end of tourism for all is compatible with company management.

Among the good practice cases studied, the more successful ones were those that put business as a primary objective while recognising Corporate Social Responsibility (CSR) as a secondary benefit.

4.3. Benefits and Opportunities

The results presented by the EU-study reveal a significant number of challenges and opportunities to be addressed by tourist destinations all over Europe.

Destinations for All is a powerful tool to drive the European economy

- by mobilising domestic tourism,
- and the inbound markets
- in addition, by potentially placing Europe as a favourite tourism destination for the rest of the world.

The improvements required by tourists with any kind of access needs in tourism destinations are also of benefit to local people with comparable needs. This implies that any improvements made to meet the access and diversity requirements of the local citizens will implicitly improve the provision to tourists and vice versa.

Destinations able to meet access requirements will have better chances to succeed in the tourism industry than all those that are not well prepared.

The many case studies provide evidence that meeting access and diversity requirements bring about positive economic effects.

The European administrative structures are already aware that significant improvements are requested at all levels of society to guarantee both the quality of life of European citizens and of visitors to European countries.

A growing list of initiatives proves this new way of thinking, i.e. the "technical specifications for interoperability relating to accessibility of the European Union's rail system for persons with disabilities and persons with reduced mobility" or the "Regulation (EU) No 1169/2011 of the European Parliament and of the Council of 25 October 2011 on the provision of food information to consumers" that enforce the prevention of alimentary allergies at all levels of food service provision.

The development of strategies to address access needs by a destination also puts the destination in an excellent position to address other issues as well, i.e. cultural, religious, and generational or gender diversity.

A poor balance in the promotion of particular tourism activities runs the risk of conflicting with approaches built on sustainability, promoting brief trips to and from distant places and thereby increasing the CO_2 footprint. Serious efforts should be made to promote tourism activities without contributing to damage to the natural environment.

There is a need to adapt marketing strategies to the "real" behaviour of tourists.

That is, to be aware of which information sources they use and what kind of information is relevant to them, adapting marketing channels and strategies accordingly.

According to the European study findings on the habits of tourists it would seem to make more sense to devote more systematic efforts to building up the loyalty of existing clients rather than to attracting new ones.

The horizontal networking and collaboration among tourism operators, local service providers, local and regional administrations, attractions and citizens that the management of a Destination for All will require would be a unique opportunity to merge tourism promotion with the improvement of quality of life at local level.

The Destination for All approach should be considered as a continuous process that while maintaining the destination's identity

- is constantly enriched by its human diversity,
- creates economic progress for all segments of society,
- guarantees a high level of quality of life both for inhabitants and for visitors and
- preserves the natural and cultural resources to ensure its availability to future generations.

5. How to apply new knowledge regarding the 7 Interdependent Success Factors

All over Europe, a number of tourism destinations already use the concept Design for All as a competitive tool, either following the implementation of a specific strategy or through word-of-mouth.

Isolated and individual responses are not an adequate way to support or develop Destinations for All. Success depends on a professional and coherent approach tackling a range of factors and leading to a cost-effective implementation of initiatives.

Therefore, the following recommendations can be made, while adopting the 7 Interdependent Success Factors.

As evidence of the importance of applying the 7 Interdependent Success Factors, there follows an incisive and significant example for each of them within the tourism sector.

ISF 1: Commitment of decision-makers

The development of a Destination for All should be a common goal and all relevant decision-makers at operational and political level should get involved in the process. Politicians and administrations can make an important contribution through the harmonisation and enforcement of existing laws, policies, standards and public tenders based on Design for All criteria, while technicians and service providers should bring in their experience of the market.

Example: Nantes and the Château des Ducs de Bretagne

**Figure 4: Aerial picture of the Château des Ducs de Bretagne in Nantes
(Source: Foire Internationale & Congrès de Nantes,
http://www.exponantes.com/decouvrir-nantes)**

A witness to the history of Nantes and of Brittany, the Castle of the Dukes of Brittany is an exceptional heritage site. The mediaeval fortress encloses the 15th century ducal residence, built by Francis II and his daughter Anne of Brittany. A restoration programme, lasting a number of years, has recently been completed by the City of Nantes. It enables the creation of a modern museum, the Nantes history museum, labelled *Musée de France*.

After the renovation in the museum complex, every type of disability is catered for.

- Visitors with a motor disability: 28 out of 32 rooms are accessible. The ramparts are partly accessible and reached by a lift. Free wheelchair loans are available.
- Sight-impaired visitors: touch and sound devices are provided around the museum, with special audio guides, visit booklets for the exhibitions…
- Visitors with learning disabilities: specific assistance at the site, large print colour cards, fun areas in the exhibitions….

Motivated by this tourist attraction and its success, the city of Nantes has committed not only to addressing the accessibility issues in the Chateau and its surroundings but also to influencing the city and its services as a whole.

These are particular aspects that demonstrate the commitment at political level and the collaboration between different administrations and the private sector:

- The city of Nantes, owner of the Castle of the Dukes of Brittany, opened the castle to visitors in 2007, after 15 years of renovation.
- The restoration programme cost 51,530 Euros. The finance for the restoration programme comes from the municipality (58%), the metropolitan area (2%), the department of Loire-Atlantique (7%), the Pays de la Loire region (10%) and FEDER (Fonds Européen de Développement Economique et Regional) (10%).
- The Castle does not have a specific or separate budget allocated to improvements to meet the needs of disabled people. The needs of disabled people are an integral part of the budget for every project.
- The Castle of the Dukes of Brittany operates a visitor policy based on four main principles: to promote the pleasure of discovery, to respect the spirit of the place, to communicate knowledge about the place, and to develop subjects for further reflection.
- It is committed to openness to all (adults, young people and children, school students, disabled visitors, overseas tourists…) and reflects changes in cultural attitudes. The restaurateurs have tried to create *facilitating* environments.
  The museum is not the only premises in Nantes that shows its commitment to inclusion for everyone and the city is in the process to make all public buildings and streets accessible.
- Nantes has a long-standing commitment, both political and practical, to improving facilities and services for disabled people across all aspects of city life.
- The fifteenth-century City Hall has had a stunning Design-for-All renovation.
- The low-floor tram system glides through the city, reducing the need for cars in the fastest growing urban area in France. There has been a multi-year campaign to chip away at the single-step impediment throughout the commercial district, which has architectural features dating back to the middle ages.
- In 2013, Nantes obtained *the Access City Award* (European prize), coming second to Berlin.

ISF 2: Coordination and continuity

A Destination for All can hardly be achieved overnight. It is a continuous process, and the different partners must work hand in hand. The instrument of private-public partnership has proved successful many times. A permanent coordinator or a dedicated work unit to guarantee the concerted cooperation over a long period should be put in place.

Example: The EureWelcome strategy in Luxembourg

**Figure 5: The EureWelcome Label
(Source: Info-Handicap, Luxembourg)**

The EureWelcome concept was developed by the "High Level Group Inclusion (HLGi)", a transnational consortium of partners set up in 1999 with the aim of harmonising the approaches in the partners' regions in order to improve the transnational mobility of people with disabilities.

As the consortium represented at least two "Euregios", EureWelcome was designed to be a common label underlining that guests and visitors were welcome in these "Euregios". Since its very beginning, EureWelcome (whose zone covers a European region of about 4,5 Million inhabitants, 4 member states and 7 federal regions[8]) adopted the Design for All approach, thus enlarging the target population beyond groups of people with disabilities or older people.

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[8] Heinen 2013

The HLGi partners represent high-level administrations of their respective regions and are supported by "technical partners". The Luxembourgish HLGi partner is the Ministry for Family Affairs and Integration and is supported by the national disability information and meeting centre Info-Handicap.

The EureWelcome strategy was largely inspired by inputs from Luxembourg, as Info-Handicap's involvement in a huge variety of accessibility related networks, projects and other activities at European level had enabled them to build up a wealth of knowledge and experience.

Thanks to the political support of the Ministry for Family Affairs and Integration and, later, from the Directorate for Tourism at the Ministry of Economy, EureWelcome was established as the unique official labelling system for accessibility in Luxembourg.

Currently (September 2016) 127 infrastructures, service providers and events have been awarded the label "EureWelcome". (www.eurewelcome.lu).

Today, the label EureWelcome is distributed under the control of the Directorate for Tourism at the Ministry of Economy and all the technical/practical tasks are designed and carried out by Info-Handicap. While the Minister or the States Secretary of Economy has the political ownership of EureWelcome, the coordination tasks of EureWelcome are delivered by a civil servant[9] at the Directorate for Tourism in very close cooperation with Info-Handicap.

The costs for the work provided by Info-Handicap for the implementation of EureWelcome are covered on the base of yearly contracts between Info-Handicap and the Ministry of Economy.

Moreover, the Secretary of State of the Economy of Luxemburg, Francine Closener, underlined lately (August 2016), that those locations providing sleeping accommodation which have successfully made renovations to obtain the "EureWelcome" label, have the possibility of receiving a subsidy of 20 percent of the renovation costs.

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[9] Ms Danielle Breyer, Inspecteur principal 1er en rang at the Luxemburg Ministry of Economics, Tourism general directorate

ISF 3: Networking and participation

A Destination for All is a complex issue that requires great expertise not only from the service providers but also from the destination management. The transfer of knowledge within/throughout the destination area is easier in a well-established network. Through working together, developing products and exploiting synergies new opportunities arise. Used as a marketing platform a network can facilitate communication with the target groups and open new markets. A network should cover local and regional levels and – very importantly - the entire service chain of tourism (Figure 2).

**Example: German wide network "Barrier-free Destinations in Germany"**
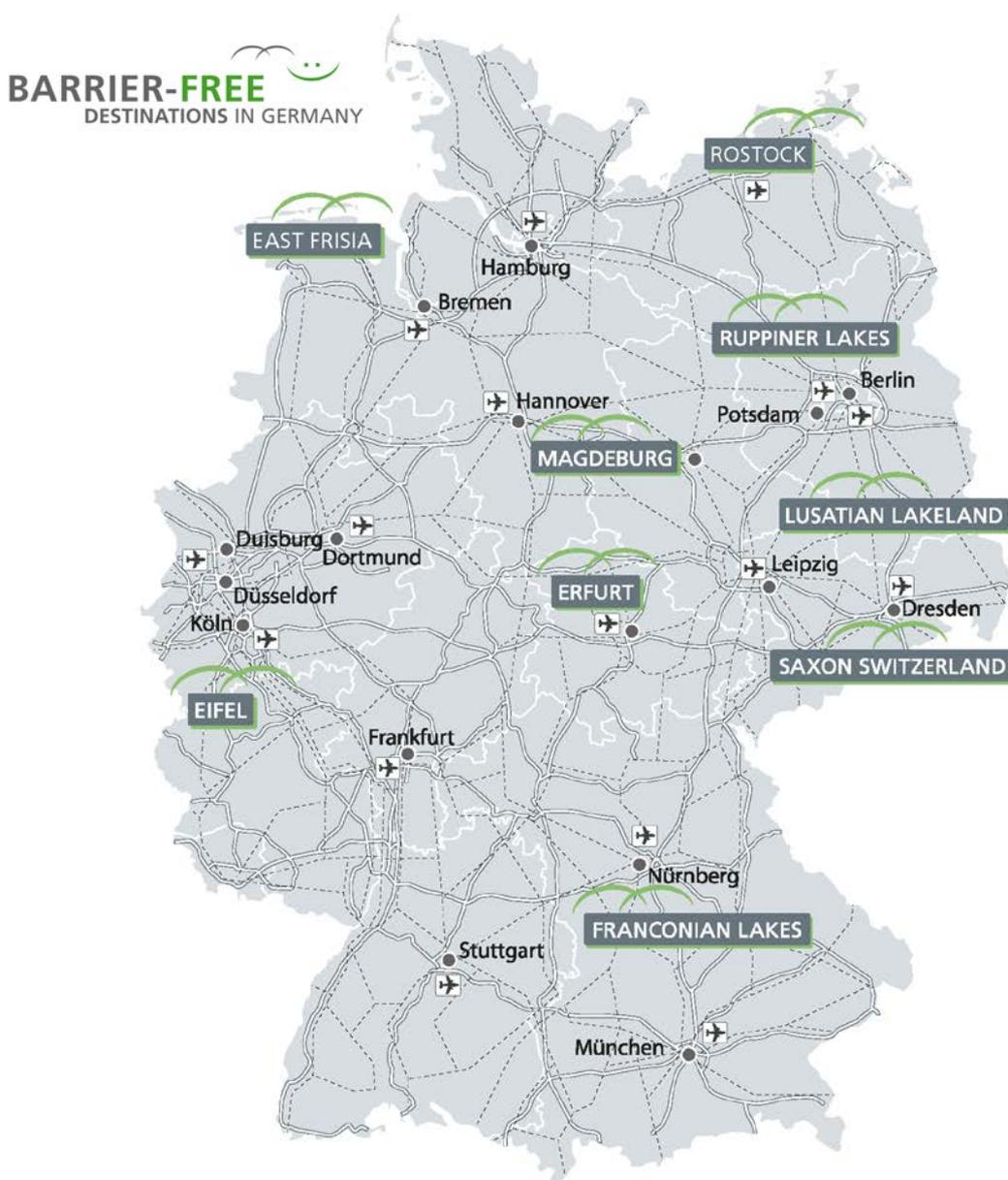
Figure 6: The nine members of the "Barrier-free Destinations in Germany" Association (Source: http://www.barrierefreie-reiseziele.de)

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The "Barrier-free Destinations in Germany" Association was founded in 2008 by a group of tourist destinations which are committed to accessible tourism in Germany. The Association comprises the following nine members:

- The Eifel region with its national park, a landscape of forests, lakes and volcanoes (Destination management organisation: Eifel Tourismus GmbH)
- The City of Erfurt with its medieval quarter and its impressive architectural grouping of the Cathedral and the Church of St. Severus (Destination management organisation: Erfurt Tourismus GmbH)
- The Franconian Lakes for swimming, windsurfing, sailing and cycling in a varied natural setting (Destination management organisation: Tourismusverband Fränkisches Seenland GbR)
- Lower Lusatia will become one of the largest lakeland areas in Europe, as several of its former opencast lignite mines are being flooded and redeveloped (Destination management organisation: Tourismusverband Lausitzer Seenland e.V.)
- The City of Magdeburg, regional capital of Saxony-Anhalt with its historical city (Destination management organisation: Magdeburg Marketing Kongress und Tourismus GmbH (MMKT)
- East Frisia features ancient moorlands, parks, fenland canals and the unique natural heritage site of the Wadden Sea (Destination management organisation: Ostfriesland Tourismus GmbH)
- The Hanseatic City of Rostock and its seaside resort Warnemünde located on the Baltic Sea enchants with hanseatic flair, Brick Gothic architecture, vibrant beach life and Germany's largest coastel forest (Destination management organisation: Tourismuszentrale Rostock & Warnemünde).
- The Ruppiner Land with its lakes, canals and rivers (Destination management organisation: Tourismusverband Ruppiner Land e.V)
- Saxon Switzerland with its unspoilt national park and the impressive scenery of the Elbe Sandstone Massif (Destination management organisation: Tourismusverband Sächsische Schweiz e.V.).

Their goal is to implement and further develop "Tourism for All" within the tourist destinations and throughout Germany. Sharing know-how and experience and expanding their network is an important part of the association's work.

Together it is easier to promote accessible tourism, find new partners and to enhance the collaboration with politicians, local authorities and other associations on a Germany-wide basis. This has led amongst others to a rewarding collaboration with the "The German National Tourist Board" which gives the association access to an international stage. Another valuable partner is the "German Railways (Deutsche Bahn AG).

The group's central communication hub is the joint website www.barrierefreie-reiseziele.de. The website is used to promote corporate marketing initiatives and accessible tourism. Plans for joint marketing activities are drawn up each year by the end of November and all members contribute equally to the marketing budget. The annual marketing contribution in 2008 and 2009 per member was 3000 € (plus VAT). The marketing budget is managed by the office of the spokesperson who is elected by the members of the Association for a two-year term.

The joint website gives each region the opportunity to present itself and its sights and attractions. Of course, the focus lies on accessible tourism products and activities. The platform is a good example of how a network consisting of all members along the tourism chain provides better service and is a benchmark of quality. It helps to create transparency in the provision of accessible products and services.

The member regions offer a wide choice of accessible accommodation, service facilities and opportunities for active holidays, and are dedicated to removing any remaining barriers.

The association has developed a list of criteria, which have to be met by those wishing to become members:

- Town or city with at least 300,000 overnight stays/year or tourism region with at least 500,000 overnight stays/year
- Accessible tourism is enshrined in the mission statement and/or the development plan for the city or region.
- Accessible tourism is established as an important theme in the marketing plan of the city/region and is also referred to in its main publications.
- The city/region has a working group that regularly discusses issues relating to accessible tourism.
- The city/region supports the work of the Association through its own activities and regularly sends at least one representative with decision-making powers to attend meetings of the Association.
- The city/region declares that it is willing to put its own expertise in the area of accessible tourism at the disposal of the members of the Association.
- The city/region undertakes to publish collective advertisements of the Association in its most important publications and to include a link to www.barrierefreie-reiseziele.de on a related section of its own website.
- The city/region shares in the joint marketing of the Association with a budget to be determined each year.

ISF 4: Strategic planning

Service providers and destinations management often respond to the demands of guests and citizens in an ad hoc fashion. This may be useful as a first step in responding to their needs. However, strategic planning is crucial for sustainability, particularly when the forecast increase in demand is taken into account. This includes, inter alia:

- **Market research:** destination management and service providers should meet the needs and desires of their very different guests. They should know their guests and citizens' needs in terms of infrastructure and services.

- **Inventory:** The current state of the quality of the destination's offers should be known. Detailed information about the services and infrastructure in terms of Design for All should be given in order to help guests and citizens in making their own decisions.

- **Action planning**: Pragmatic improvements are an important first step. Necessary investments based on a priority list, should also be planned and executed well.

- **Marketing Planning:** A Design for All approach should always be part of the marketing plan and strategy.

Example: Barcelona metro managed by FFGGCC (Catalan Railways)

Catalan Railways (Ferrocarrils de la Generalitat de Catalunya - FGC) transport more than 80 million passengers every year. It was founded on September 1979 to manage lines whose ownership was transferred from the state-owned Ferrocarriles de Vía Estrecha (FEVE) to the Government of Catalonia (Generalitat de Catalunya) in 1978 as part of the process of regional devolution under the Spanish Constitution of 1978.

FGC operates some of the Barcelona commuter rail network. There are two distinct (and separate) systems (http://www.fgc.cat/cat):

- The Metro del Vallès and Línia de Balmes are standard-gauge lines that run from Plaça de Catalunya railway station to Av. Tibidabo (L7, brown on the map), Reina Elisensa (L6, purple) and Sant Cugat del Vallès (S5), and then on to Sabadell (S2) or Terrassa (S1).
- The Metro del Baix Llobregat and Línia Llobregat-Anoia are metre-gauge lines that run from the Plaça d'Espanya railway station to Molí Nou-Ciutat Cooperativa (in Sant Boi de Llobregat, L8 - pink on the map), Martorell-Enllaç (S8) and then on to Olesa de Montserrat (S4) and Manresa (R5), Igualada (R6).FGC also manages five sky stations and their premises (sky facilities, hotels, restaurants, etc.) and also manages the transport systems (cable car, funicular, mountain train) in Montserrat, one of the most outstanding religious tourism destinations with more than 2.000.000 visitors/year.
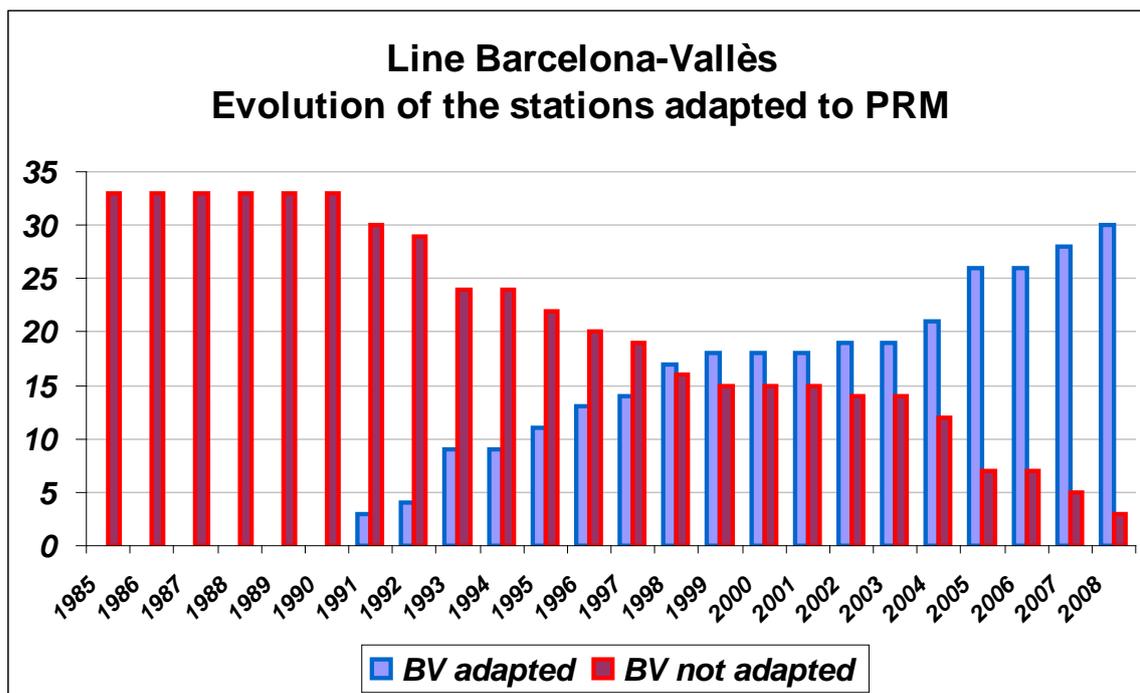
**Figure 7: Improvement of resources and capabilities
(Source: Annual Activity Report Ferrocarrils de la Generalitat de Catalunya 2009)**

Since the late eighties when Catalan society became aware of the need to improve the city for the organisation of the 1992 Olympic and Paralympic Games the senior management of the company decided to increase accessibility. The way adopted by the company was to define their own Design for All criteria based on the legislation, the technical requirements of the service, the feedback from end users and on expert advice.

Once the criteria were defined, an audit of the entire network was set up to identify and cost all aspects in need of improvement. These aspects were prioritised according to economic, technical and opportunity criteria.

The result was an action plan that was followed until all predefined objectives were achieved.

In addition to this, throughout the process:

- Staff training is also included in the planned activities (i.e.: course about how to communicate with deaf customers)
- Satisfaction surveys and constant contact with customers' representatives (disabled or not disabled) bring new improvement opportunities.
- Accessibility is one of the aspects evaluated in the Clients' Satisfaction Index that is constantly improving for both Lines (Barcelona-Vales und Llobregat-Anoia).

Evolució Índex de Satisfacció del Client (ISC)
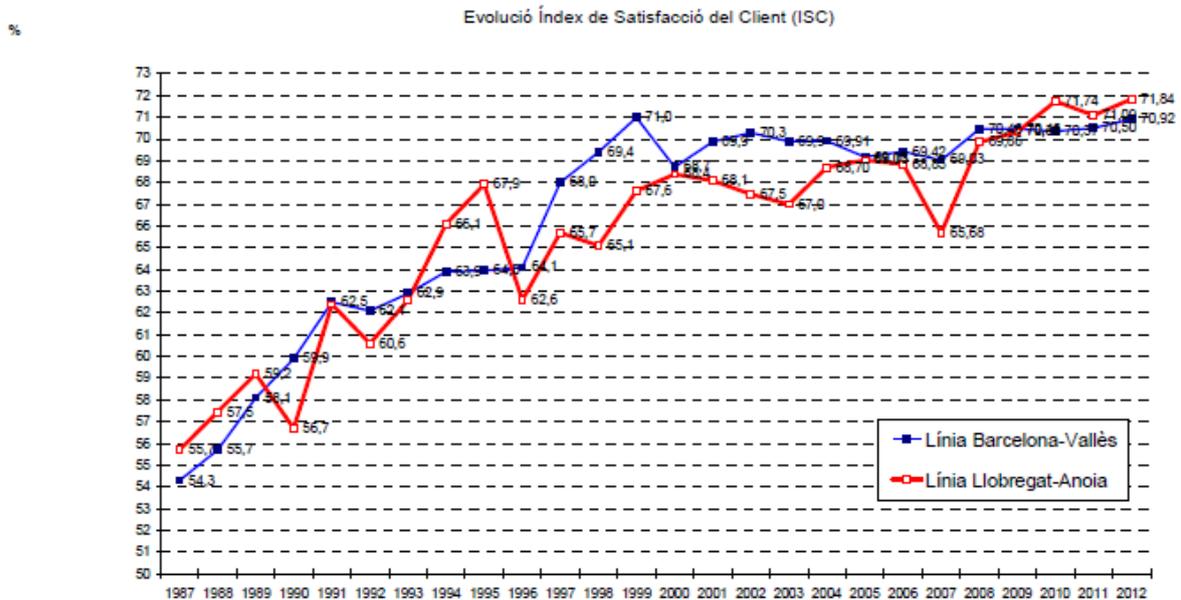
**Figure 8: Improvement of the Clients' Satisfaction Index
(Source: Annual Activity Report Ferrocarrils de la Generalitat de Catalunya 2013)**

The systematic approach of the company delivered improvements in their results.

It should be underlined that, although other factors (like mobility trends, tourism and immigration, etc.) have affected the overall mobility data, while the population has increased 5.3% in the period 1997-2006, the number of journeys has increased by 69%. Compared with the other metro company, which started accessibility improvements later: in the period 2001-2006, Transports Metropolitan de Barcelona (TMB) increased the number of passengers by 16%, while FGC increased its customer numbers by 23%.

Although FGC attributes this increase to quality improvements, in general (including accessibility), their own analysis concludes that renovation to make a station accessible increases the passenger numbers by 16%.

ISF 5: Knowledge management and qualification

Design for All is not just a question of products or infrastructure; service is of at least equal importance. Therefore, the entire staff team of a destination management and the service providers should have an in-depth understanding of the needs and demands of the guests. Regular training can ensure the quality of services. This can be supplemented by information about good practice examples and with the experience of external experts in order to learn from the knowledge of other successful providers.

Example: Thuringia Tourist Board

The Thuringia Tourist Board (TTG) is the tourist-marketing organisation of the Free State of Thuringia, whose role and targets include public marketing, image and product promotion and provision of services in the tourism market. The State of Thuringia holds 100% of the shares in TTG. With almost 10 million overnight stays, a gross turnover of more than 3.1 billion Euros and over 100,000 jobs, the tourism sector represents a major economic factor for Thuringia (www.thueringen-entdecken.de).

Figure 9: An innovative Brochure for service providers raises awareness of "Quality for All" (Source: TTG 2014)

In 2001, the Thuringia Tourist Board put "Tourism for All" on its agenda. Through their consistent commitment, they are one of Germany's pioneers in this field. The TTG looks at "Tourism for All" in its entirety and this includes the whole tourism service chain. They work closely with service providers outside the tourist industry and offer a wide range of access consultancy and training services (see figure 9).

These include issues relating to accessibility, quality and competence building (https://thueringen.tourismusnetzwerk.info/):

- Collect and assess data on the current state of accessibility on site
- Provide service providers and booking offices with the collected data
- Offer awareness training to help service providers identify potential barriers
- Consult clients on a broad range of accessibility queries ranging from guests with allergies, those with limited mobility, blind and visually impaired guests, etc.
- Give practical, sensible advice on access issues
- Examine and advise on issues relating to quality
- Host region-specific workshops on accessibility and quality
- Establish connections between the different service providers Until 2015, the outcome of this work was the publication of the two brochures "Accessible Thuringia. Travel advice and leisure activities" and "Accessible Accommodation Guide". The first one provided information on museums, historic sites and leisure centres but also on guided tours and hiking paths. The brochure was also available as an audio CD and all information was presented on the internet (barrierefrei.thueringen-entdecken.de). The "Accessible Accommodation Guide" features access information on hotels, bed & breakfast, self-catering properties, youth hostels and health clinics.

In 2015, the TTG took the next step towards "Design for All". Since then the special interest brochure, "Accessible Accommodation Guide" has not been produced. Instead access information is incorporated into one destination and information guide aimed at all visitors (see figure 10). Every accommodation option featured is accompanied by a short description of its accessibility. Accessible products and services are labelled with specific pictograms. As before, all information is available on the TTG's website and all facilities featured in the brochure have been quality assessed by trained staff. This ensures that each establishment has been graded according to the quality on offer.

Figure 10: Accommodation Guide Thuringia
(Source: TTG 2016)

In August 2016 a series of short films with the general title "Comfort for All in Thuringia" has been produced. It is part of the quality campaign by the TTG to raise awareness among tourist operators and service providers in Thuringia of the issue of accessibility / design for all and to make them excited by the topic. The approach "Comfort for All" will be featured in the films to show clearly that accessibility is part of quality, and that the expectations and wishes of all guests should be at the forefront. It is primarily about increasing the product quality in tourism.

The themes of the films deal with one of the main product lines of Thuringia (City & Culture, Nature & Hiking, Health & Wellness) (www.komfortdenker.de).

ISF 6: Optimisation of resources

The main challenge here is to use as many resources as possible to meet the demands while prioritising tasks throughout the service chain. A better understanding of travel behaviour and patterns can help improve specific aspects of the service chain within different tourism sectors. The awareness and level of training of service providers is thus an important factor across all sectors, as highlighted above.

Example: Optimising resources and creating win-win situations with EureWelcome

Promoting the concept of Design for All at political level remains a challenging task today, although the economic impact of that approach has been largely proved and allows skilled consultants to capitalise on their expertise.

If correctly implemented, Design for All enhances the quality of environments, products and services, thus making them more attractive to clients and increasing the opportunities for business.

EureWelcome is the national accessibility label in Luxembourg based on different kinds of resources:

EureWelcome promotes the concept of Design for All and supports/guides policy makers in making good decisions "for all". As a result, some resources are provided by decision makers at political level, i.e. ministries, municipalities.

If owners or managers of shops, restaurants, attractions or similar offers for clients ask to get the EureWelcome label, they are invoiced for the work of checking and evaluating their infrastructure and for the publication of the results on the EureWelcome Website www.eurewelcome.lu.

Good infrastructure alone is often not sufficient to welcome guests or clients and EureWelcome markets training activities.

Finally, projects and competitions also provide opportunities to present the EureWelcome experience and to receive, subsidies or donations.

ISF 7: Communication and marketing

Many guests rely on personal information and recommendations, which should be an element of marketing strategies. Social media plays an important role in word-of-mouth-communication.

Destination managements and service providers should avoid stigmatising marketing. When communicating, there should never be any suggestion that some guests may be less capable than others: the message must be a clear one about added values and positive attractions of the destination's products and services.

<p align="center">**Example: The City of Askersund (Sweden)**</p>

Askersund is a small Swedish municipality with 11.000 inhabitant situated on the north shore of Lake Vättern (www.askersund.se/)

From the point of view of accessible tourism, the city was first known abroad thanks to the initiative of Johan and Marita Bergsten who decided to build an accessible ship to run excursions in the lake, the Wettervik. From this initiative, some improvements like accessible paths and toilets were introduced on the islands visited.

Figure 11: Askersund
(Source: https://en.wikipedia.org/wiki/Askersund_Municipality**)**

Both political support and endorsement from the European Network for Accessible Tourism (ENAT) encouraged other players, like the local administration, to adopt the Tourism for All approach.

This serious commitment led to them being a contender for the Flag of Towns and Cities for All in 2008 (now the Flag of Cities and Destinations for All) and since then the city has won this recognition from the Design for All Foundation every year without a break (http://www.townsandcities.net/municipiosconbandera.php). This recognition implies that the city spends at least 2% of its investment budget on projects to make the city more "for all".

This process has progressively increased the collaboration between all partners in the city which have come together to ensure that Askersund is a City for All where all citizens and visitors can enjoy the city to the full. This commitment and the actions for improvement have won this small city international recognition.

Figure 12: Canoeing in the archipelago
(Source: http://www.visitaskersund.se/paket/samling-puffar/samlingsarkiv/2016-02-23-kajak-i-skargarden.html**)**

6. Phases of transition

The above-mentioned range of experiences from all over Europe have shown that implementing Design for All approaches (through the 7 Interdependent Success Factors) in a tourist destination is a process that can only be completed step by step. Every actor has to decide when and how to start, which path to follow and what targets are to be achieved.

Generally speaking, the development process in a given context, (for example in a destination or region) takes place in four phases of transition (cf. ECA 2008):

1. **Awareness Phase**
2. **Start-up Phase**
3. **Development Phase**
4. **Consolidation Phase**

In reality, the phases are of course not clearly distinguishable and their duration varies depending on the destination, its facilities and services.

Service providers, destination managers and administrations need to decide when and where to start. The following questions are intended as a possible framework for establishing a personalised roadmap as shown in the table on the next pages.

	Awareness Phase	Start-up Phase	Development Phase	Consolidation Phase
Commitment of decision makers				
Coordination and continuity				
Networking				
Knowledge management				
Strategic planning				
Optimising resources				
Communication and marketing				

Table 1: Phases of transition (Source: own design)

	Awareness Phase	Start-up Phase	Development Phase	Consolidation Phase
Commitment of decision makers				
Are the highest administrative or political decision makers committed to adopt a Destination for All approach?				
Is this commitment formalised through commitment to some organisation, signed declaration or any similar type of formal engagement?				
Coordination and continuity				
Is there a person or body able and entrusted to take over the responsibility to coordinate any necessary actions for achieving a Destination for All strategy?				
Are the levels of dedication, power of the coordinator and allocated resources appropriate for implementing the planned Destination for All projects?				
Networking				
Have relevant stakeholders been contacted and invited to contribute to the Destination for All developments i.e. including public bodies, private partners, citizens and experts?				
Are there appropriate networking and meeting structures capable of facilitating/supporting the grass-roots development?				
Have the different aspects of human diversity already present in the local context and those to be tackled in the future been identified? (i.e. gender issues, family structure, age, diversity in abilities, languages, beliefs or customs, , etc,)				
Does the existing service chain provide adequate service levels for each of the aspects to be put in place in order to create a Destination for All?				
Does the range of price options allow for targeting diverse expectations?				
Knowledge management				
Do all service providers share a coherent and balanced approach to how to adjust the service provision to the tourists' diversity?				
Strategic planning				
Is there a commonly agreed strategic action plan on how to progressively improve the Destination for All and on how to assess the results?				
Does the action plan include the necessary elements that allow for measuring the improvements and their effects both for the benefit of the service providers and for the Destination for All?				

Table 2: Destination for All Roadmap (Source: own design)

Optimising resources							
Are there possibilities for identifying actual and future training needs and are there strategies for responding to such needs?							
Are there opportunities for identifying future needs for external knowledge and for acquiring expertise?							
Are there mechanisms to identify, optimize and provide the appropriate resources at service provider and destination level to successfully achieve the planned improvements?							
Communication and marketing							
Are marketing or communication strategies and tools in line with the strategic plan?							
Are there dissemination and marketing tools to describe, communicate and publicise intentions, plans, offers, improvements and achievements of the Destination for All?							
Do these tools target both the internal network(s) and the potential guests/visitors?							

7. Destinations for All case studies

The case studies presented in this chapter describe destinations in Europe according to the definitions provided in this document. As a benchmark from another continent, a destination from Australia will also be presented.

The destinations described do not only target one particular group of the population but, instead, favour a mainstream approach. They should highlight, how their specific tourism offers, i.e.: winter sports, religious monuments, gastronomic specialities, shopping opportunities, etc. can address the expectations of all interested guests and visitors.

- Eifel National Park (Germany)
- The City of Erfurt (Germany)
- The City of Milan (Italy)
- The City of Turin (Italy)
- Flanders (Belgium)
- The City of Östersund (Sweden)
- INTERREG project in the Müllerthal Region (Luxembourg)
- The City of Hamburg (Germany)
- Montserrat Abbey (Spain)
- Sydney's 'Cultural Ribbon' (Australia)

The description of each case study illustrates how mainstream (tourism) services of good quality based on the Design for All process (through the 7 Interdependent Success Factors) succeed in increasing the number of clients.

Finally, the description provides evidence of destinations, where local stakeholders cooperate in using Design for All arguments in the description of their branding.

Some destinations are able to provide evidence of the success (increase of clients, increase of revenues, etc.), illustrated with pictures and/or quotes from the destination managers and/or clients.

7.1. Case Study: Eifel National Park (Germany)

Authors: Marcus Herntrei, Kai Pagenkopf, Tobias Wiesen

7.1.1 Introduction

The Eifel National Park in North Rhine-Westphalia was established in 2004. Its area of about 11 000 ha consists of deep beech forests, wide-open landscapes and a big artificially created body of water. A dense network of paths and hiking trails leads through the area. Visitors find plenty of information in four languages (English, German, French, and Dutch) at the five visitor centres, the so-called National Park gates, and on guided tours with highly qualified rangers. Many accessible offers are available:

- Accessible nature trail and the area „Wilder Kermeter"
- Guided tours for different needs, including sign language tours
- Use of technical equipment for visitors with hearing impairments
- Accessible National Park gates (exhibition and tourist information)
- Accessible accommodation facilities and restaurants
- Accessible website and printed information.
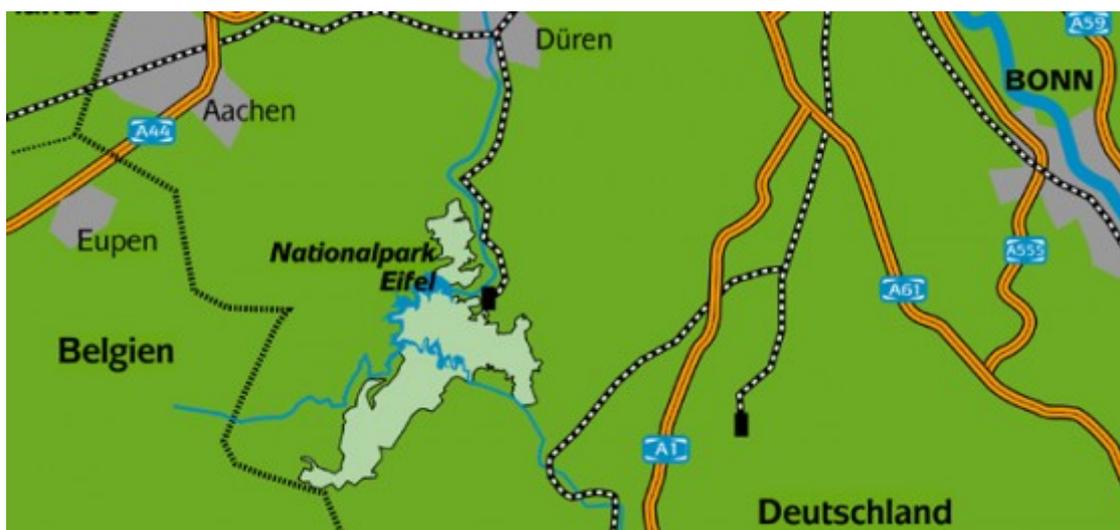
**Figure 13: Location of the Eifel National Park
(Source:** http://www.nationalpark-eifel.de/go/eifel/german/Anreise__und__Unterkunft/Anreise.html**)**

7.1.2 Monitoring of the Seven Success Factors

ISF 1: Commitment of decision-makers

- The head of the Eifel National Park constantly supports and promotes accessibility as an interdisciplinary issue.

ISF 2: Coordination and continuity

- Activities are co-ordinated by the National Park administration
- A member of the National Park staff is in charge of accessibility.

Figure 14: Tour with a Ranger in the Eifel National Park
(Source: © H.-D. Budde / Deutsche Bahn AG)

ISF 3: Networking and participation

- Co-operation with "Naturpark Hohes Venn" that runs the "accessible to all" project
- Co-operation with local and regional tourism marketing organisations
- Tourism marketing organisation "Eifel Tourismus Gesellschaft mbH" is a member of the association "Barrier-free Destinations in Germany"
- Co-operation with NGOs and associations of disabled people.

ISF 4: Strategic planning

- Accessibility is part of all planning processes in all areas of the Eifel National Park.

ISF 5: Knowledge management and qualification

- Training of guides, rangers, service providers and own staff
- Exchange of knowledge between Eifel and other National Parks and destinations.

ISF 6: Optimisation of resources

- Regular quality assessment and survey of partners' experiences.

ISF 7: Communication and marketing

- Accessible website including sign language
- Website, flyers and brochures with information on special needs.

Figure 15: An accessible National Park Gate for wheelchair users or blind visitors (Source: © Nationalparkverwaltung Eifel)

7.1.3 Drivers and obstacles

Drivers

- Strong leadership and commitment of National Park administration
- Strong internal and external communication of the topic of accessibility through the National Park administration.

Obstacles

- Private service providers do not always see the opportunities that comfortable and high quality tourism offers
- The pioneering role of the National Park administration may cause conflict so that new or broader forms of cooperation may become necessary.

**Figure 16: A station along the accessible path for nature education "Der Wilde Weg"
(Source: © H.-D. Budde / Deutsche Bahn AG)**

Related Link: http://www.nationalpark-eifel.de/go/eifel/english.html

7.2. Case Study: The City of Erfurt (Germany)

Author: Peter Neumann

7.2.1 Introduction

Erfurt, the capital of the federal state of Thuringia (Germany) with 206,380 inhabitants (31 December 2014) has a medieval city centre with many points of historical interest. 11.2 million tourists visit Erfurt every year, on average spending 45.20 € per day.

The city centre and its principal places of interest due to the peculiar topography of the site are, in general, not particularly accessible. However, Erfurt is considered to be one of the most famous Destinations for All in Germany. The wide range of accessible offers of the Erfurt Tourism and Marketing Board includes:

- Guided tours or sightseeing tours by bus/ tram with access for all
- Inclusive packages
- Accessible accommodation and attractions
- Accessible housing and transport
- Culinary specialities from different cultures
- Events and visits to the many places of interest

Figure 17: Erfurt Krämer-Bridge
(Source: Erfurt Tourism and Marketing GmbH, Author: Barbara Neumann)

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7.2.2 Monitoring of the Seven Success Factors

ISF 1: Commitment of decision-makers

- Tourism for All is located at the top of the tourism hierarchy. The CEO of the tourist board (Erfurt Tourismus und Marketing GmbH) is responsible for the subject.
- Political supervision does exist, but politics does not control the tourism board. The decision to prioritise Tourism for All derives from marketing needs.

ISF 2: Coordination and continuity

- The tourist board has worked since 1999 on Tourism for All.
- In addition to the promotion of tourism, the Erfurt Tourismus und Marketing GmbH also addresses any opportunities for the city and acts as a central communication, cooperation and coordination office in the city.

**Figure 18: Erfurt Cathedral (left) and St. Severus Church
(Source: Erfurt Tourism and Marketing GmbH, Author: Barbara Neumann)**

ISF 3: Networking and participation

- Since 2008 Erfurt has been a member of the association "Barrier-free destinations in Germany" (www.barrierefreie-reiseziele.de). This is an association of nine German destinations particularly committed to the concept of Tourism for All (see chapter 6.3). The group thus works on a national and inter-regional level for example with the German Tourism Board (DZT) and other important players in tourism like German Railways (Deutsche Bahn).
- On a national and international scale, the head of the Erfurt tourist board is often invited to speak at congresses and meetings. International contacts also exist.

ISF 4: Strategic planning

- The Erfurt Tourism & Marketing Board is responsible for strategic development
- Destination for All is part of marketing plans and strategic planning

ISF 5: Knowledge management and qualification

- The management and the service team are trained in accessibility in general. Some members of the staff have obtained further knowledge, e.g. in sign languages, or have attended seminars on guiding tours for all. A constant exchange between guests and service providers is guaranteed, and clients' suggestions are welcomed.
- City guides have been trained
- Special training for service suppliers has been offered
- Exchange of knowledge is assured within the association "Barrier-free Destinations in Germany"

ISF 6: Optimisation of resources

- Low-floor buses and trams
- Offer:
    - City guides and arrangements for all
    - Guidebooks for guests with sight impairments
    - Offers presented in German Sign Language

Figure 19: Visitors from South Korea in the city centre of Erfurt (Source: P. Neumann)

ISF 7: Communication and marketing

- Website is highly accessible, including, for example, plain language and videos with sign language
- Special-interest brochure "Erfurt erlebbar für Alle" lists accessible offers for different target groups
- At local level, accessible offers (housing, mobility, leisure, culture etc.) are promoted through Erfurt Tourismus & Marketing GmbH
- At national level, accessible offers are promoted through marketing cooperation within the association "Barrier-free Destinations in Germany".
- At international level, offers are promoted by the German Tourism Board (DZT).
- Offers are promoted by German Railways

7.2.3 Drivers and obstacles

Drivers

- Constant personal engagement of stakeholders was the main driver of Erfurt as a Destination for All
- The cultural diversity of the city is a strong unifying factor and is important for creating identity
- Destination for All leads to positive outcomes in internal marketing

Obstacles

- The level of necessary investment is higher than expected, especially in time and human resources
- Constant personal engagement of stakeholders is needed

Related Link: www.erfurt-tourismus.de

7.3. Case Study: The City of Milan (Italy)

Authors: Isabella Steffan, Ilaria Oberti, Isabella Menichini

7.3.1 Introduction

Milan is the capital of the Lombardy Region, the second largest Italian city by population after Rome (1,350,680 31.12.2014) and the urban area is the third most populous metropolitan area in Europe after London and Paris. Milan occupies an area of 181.76 square kilometres to the west of Lombardy, in the Po Valley[10].

The most iconic monuments in the city are the cathedral, the eighteenth-century Teatro alla Scala and the Castello Sforzesco. The Basilica of St. Ambrogio, the second most important church of the city, and the complex housing the church of Santa Maria delle Grazie and Leonardo's Last Supper, declared a World Heritage Site by UNESCO.

At the gates of the city, is the largest exhibition centre in Europe, bordering the area that hosted, from May 1 to October 31, the World's Fair - Expo 2015, the largest event ever organised on food and nutrition.

In the first half of 2014, in the city of Milan 8,000,000 tourists were recorded, an increase of 4% compared with 2013[11].

During the Salone del Mobile, held in Milan in 2015, 310,840 visitors were recorded, confirming the trend seen in 2013, when there was the festival dedicated to illuminating public buildings. In the two days, the Salone del Mobile was open to the public on Saturday and Sunday, the visitor numbers were 30,881 (http://salonemilano.it/it-it/VISITATORI/Salone-Internazionale-del-Mobile). Compared with 20 million tourists expected for EXPO 2015, as of September 30, 2015 18,409,430 official tickets were issued. In the month of September EXPO closed with more than 4.3 million hits, bringing the total for the whole event to 16.5 million[12].

Due to the energy spent to facilitate participation in EXPO Milano 2015, on 8th December 2015, the city of Milan, the First Italian city to win such prize, was awarded the Access City Award 2016.

We are going to describe here below the work that the Municipality of Milan did in preparation for Expo 2015.

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[10] https://it.wikipedia.org/wiki/Milano
[11] ANSA-Agenzia Nazionale Stampa Associata, August 2014
[12] http://www.expo2015.org/it/news/comunicati-stampa/comunicato-della-societa-expo-2015-spa-del-01-ottobre-2015

7.3.2 Monitoring of the Seven Success Factors

In order to promote and encourage the universal accessibility of the city of Milan on the occasion of Expo 2015, the City Council set up a "Task Force for accessibility", a tool to identify, share and co-design the necessary initiatives, enhancing the participation and involvement of citizens as stakeholders. In addition to promoting acceptance and accessibility to Expo, the Task Force has been called upon to set up and establish on a permanent basis the dialogue between the City of Milan and the associations of people with disabilities. Because people with physical, visual and hearing disabilities, all have great difficulty in taking part in major events, it was felt to be a priority to create a common co-ordinated operating platform, based on an approach for All rather than to have separate initiatives for different disability groups.

Figure 20: Collage of Milan City
(Author: FiatLUX; Source: Wikipedia)

ISF 1: Commitment of decision-makers

The City of Milan has identified the need to improve access to the area, for all citizens and tourists.

On the occasion of the Universal Exhibition, from March 2014 it officially launched a Task Force for accessibility to Expo 2015, to ensure the participation of all, "without exception", in the activities covered in the exhibition area and in the whole of Milan.

ISF 2: Coordination and continuity

The directors, in pursuing the objectives already outlined in 2012 for the preparation of the Milan Expo, had been actively engaged with associations of people with disabilities since the beginning.
They had started with a participation process that led to the creation of the Working Group (WG) called the "Task Force for accessibility to EXPO 2015".

This WG, set up to provide a forum for continuing dialogue between the City of Milan and the associations of people with different disabilities, will continue after Expo, and will seek to expand the target audience of people interested in delivering universal accessibility.

ISF 3: Networking and participation

The key players are: the City of Milan, the Expo Company, the Municipal Company, the Lombardy Region, the Province of Milan, ASL(Local Health Authority), hospitals, AREU (Regional Agency for Emergencies), the University, the third sector (not for profit sector), the fourth sector (mutual organisations), and the business world.

The Central Directorate of Social Affairs and the Department of Outreach Services for People with Disabilities, Mental Health and Home-based care of the municipality of Milan provide support and overall coordination.

A representative of the associations of disabled people has been designated by the representatives of the Third and Fourth Sectors (not for profit and mutual organisations), to ensure a link with the sectors of the Administration involved in the Task Force.

ISF 4: Strategic planning

The work of the "Task Force for accessibility" in the Milan area is divided into five operating subgroups:

- Accessible routes
- Available accommodation
- Security / Emergency
- Site and the Italian Pavilion
- Reception services

ISF 5: Knowledge management and qualification

Different Departments and sectors of the Municipal Administration have been working, collaboratively and across disciplines, in partnership with associations of people with disabilities, cooperatives, foundations, institutions and government agencies including the Lombardy Region, the Regional Emergency Services Company, and the Municipal Transport Company, sharing know-how and bringing together resources and expertise.

ISF 6: Optimisation of resources

The "Task Force for accessibility" has tried to work on all aspects: specially the promotion of the cultural dimension of disability, training and awareness, accessibility of information and communication technology and the promotion of services for accessible hospitality.

Training: the organisation of modular courses providing an in-depth study of the different types of disability. Some participants in the Task force organised training courses for tourism operators, such as for tourist guides.

Communication: The "Task Force for accessibility" focused on the service "No barriers to communication" that is one of the priorities for social inclusion. It has, as its aim, the removal of barriers to communication for everybody and specially improving access to services of the city of Milan for deaf people.

Services: one of the main priorities for the social inclusion of everybody was the project "Autism Network", aimed at setting up a network of practical support and resources involved in the support of people with autism and their families, throughout their lives. The project is within the context of the implementation of various positive measures for the promotion of basic civil rights for people with autism in line with the principles outlined in the UN Convention (2006).

The Administration of the City of Milan, together with all external players involved in the Task Force mentioned before, intends to continue and to strengthen the activities of the Task Force, not only in the accessibility of "routes" related to Expo 2015, but also in promoting the use of the city for all, over the six months of the exhibition. In line with the work done and planned, Milan also participated and won the international Access City Award 2016.

The European Union has positively assessed all the measures implemented by the various sectors of the Administration, from public works to mobility, culture and trade, tourism and personal services, not only for the organisation and running of Expo 2015, but also for the general welfare of the citizens, especially older and disabled people, that has been in place for some time.

ISF 7: Communication and marketing

- Organisation of awareness and training courses for business and tourism operators to improve the hospitality offered particularly to disabled people.
- Launch of an e-learning platform "Welcoming Milan": through tips and recommendations improves the understanding of residents and of tour operators so that Milan can present itself to the world as an inviting city and one that also welcomes people with disabilities.
- Launch of the portal Expofacile: provides visitors with disabilities with the necessary information to get around the city completely independently.

7.3.3 Drivers and obstacles

- Collaboration between Municipal Administration, Local Institutions, associations and volunteers;
- interdisciplinary working;
- sharing of objectives, means and tools;
- definition of steps, actions and operations;
- results check after the intervention.

Among the features: the reference to the principles of Universal Design, the co-design with stakeholders, which took as its starting point the needs identified by people with disabilities, offering them the opportunity to check and verify the projects; the promotion of the cultural dimension of disability.

In addition to people with disabilities, the interventions were intended to ensure the accessibility of some priority routes in the city, the accessibility of web communication, the services for citizens connected with hospitality, the improvement of visitors' safety, the Italian Pavilion at EXPO. Everyone, especially people with reduced mobility, with walking aids and older people, have all benefitted from the results of the project.

The EXPOFACILE website recorded (up to September 2, 2015), 63,000 visitors, with a total of almost 78,000 visits, which means that 15,000 people have returned several times to the site; from January to September, there have been 255,000 pages visited[13]. Specific requests have had personal answers, with significant positive feedback from the users.

In the light of a specific well-structured project, an appropriate level of funding was allocated, which meant that all the objectives were met and obstacles overcome.

To develop the project further, new initiatives to raise awareness have been put in place, starting with schools; the Working Party on mobility and infrastructures within the Task Force has taken action to continue and expand the improvements in place across the 10 accessible tourist routes.

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[13] Press office LEDHA- Lega per i diritti delle persone con disabilità: Association for the rights of people with disabilities, http://www.ledha.it/

7.4. Case Study: The City of Turin (Italy)

Authors: Eugenia Monzeglio, Daniela Orlandi

7.4.1 Introduction

Turin is the capital of the Piedmont region, situated in the north west of Italy, it currently has a population of 895,377. The city retains important features of the Roman and mediaeval city coexisting with remaining evidence of the baroque, nineteenth-century and industrial city. Well-known as the Italian motor industry capital, it has also gained more and more fame as city of culture, art, architecture, sports, entertainment, gastronomy and academia and has boosted its tourist appeal. In 2014, the Regional Tourism Observatory reported that the number of tourists in Turin and its province was 6,298,762 units (Statistical data on tourism in Piedmont).

Turin is able to guarantee services and activities, which are not only accessible, but also pleasant and varied for tourists. Almost the whole old town and most parts of the city are accessible in terms of its streets and squares, as well as most museums and exhibition halls. Public bodies collaborate with private organisations, associations, foundations and different organisations to promote the culture of accessibility and inclusion, and ensure that the city is more and more an accessible tourist destination.

**Figure 21: Turin, panoramic view
(Source: photography by Davide Farabegoli)**

7.4.2 Monitoring of the Seven Success Factors

ISF 1: Commitment of decision-makers

The Municipality of Turin and the Piedmont Region, encouraged by voluntary non-profit organisations, are committed to improving the tourist offer, aware that accessibility is an essential element of the quality of a tourist destination. This challenge started with the launch in 2007 of the regional project "Turismabile" and the setting up, in the same year, of "Turismo Torino e Provincia", Convention & Visitors Bureau of Turin, which has a section on accessible tourism. This office works closely with the associations involved in the tourism for all and with the sector operators for a pleasant stay for all. In addition, the current President of "Turismo Torino e Provincia", Mr. Maurizio Montagnese, was one of the founders of the Italian Institute for Tourism for All (IsITT) in 2009. The Piedmont Region and "Turismo Torino e Provincia", the directorate of Culture of the City of Turin, the Chamber of Commerce of Turin and the associations in this sector are responsible for formulating proposals, projects and initiatives in tourism for everyone.

ISF 2: Coordination and continuity

The activities of "Turismo Torino e Provincia" in the area of accessible tourism have been continuously evolving since 2000. With "Turismabile" (www.turismabile.it) now and before with "Piedmont for all" the Region is committed to a continuing programme of policies on tourism for all through different activities according to current or potential demand. Issued in 2007 by the Piedmont Region and implemented by the CPD Onlus (Consulta per le persone in difficoltà), "Turismabile" is an innovative project addressed to tourism operators.

There are three goals:
- ensuring that all tourists with special needs are considered customers the same as everybody else;
- spreading the culture of accessibility in the tourism field;
- considering accessible tourism as a potentially rich market.

**Figure 22: Turin, panoramic view
(Source: photography by Davide Farabegoli)**

The project operates across the region with access audits of facilities and activities, offers a point for free consultancy, a wide range of promotional activities and a web portal on Tourism for All. Finally, to connect and harmonise initiatives in Turin and the whole area, the Region has set up a Technical Coordination Board on accessible tourism.

ISF 3: Networking and participation

"Turismo Torino e Provincia", the body responsible for enhancing tourism resources in Turin and for meeting the needs of tourists, has developed a co-operative network with the associations involved in tourism for all and other bodies and foundations, both public and private.

The Piedmont Region and the CPD Onlus of Turin are members of the Committee for the Promotion of Accessible Tourism at the Ministry of Heritage and Culture and Tourism.

ISF 4: Strategic planning

The Tourism Promotion section of the Piedmont Region, in collaboration with the Tourism Observatory of Piedmont Tourism Development, is responsible for the strategic planning of tourism with a focus on tourism for all. Accessibility emerges as a critical issue from surveys of competitiveness, so its improvement is a driving force to improve the quality of the tourist destination. The strategic vision of the Region has resulted in supporting the spread of the culture of equality for all in the tourism sector with innovative projects for the promotion of accessibility and usability, with particular focus on the Turin area.

ISF 5: Knowledge management and qualification

The operators of "Turismo Torino e Provincia" and of many different associations have been involved in courses devoted to training and to spreading knowledge aimed at correct management of the relationship with the tourists / visitors and to learn about the technical support and technology available. Many guides are available in the city to give directions on how to plan accessible itineraries and tours, including those that offer explanations to people with visual or hearing impairments in an appropriate way. Manuals, pamphlets and brochures are available with tips and guidelines to improve the hospitality and welcome, regarding the accessibility of accommodation and focused on setting up exhibitions and events without barriers. On behalf of "Turismo Torino e Provincia", a manual was drawn up to identify which elements define a tourist destination as accessible.

Associations of Turin, as well as the "Consulta per le persone in difficoltà onlus" and the "Istituto Italiano per il Turismo per tutti", provide training programmes and support for tour operators on hospitality for all and Design for All.

ISF 6: Optimisation of resources

More than 70% of the transport system is accessible by tram (with low floor access) and by bus with access ramp. Tube lines are fully accessible and safe. Turin operates the handbike sharing service, the first Italian trial, which extends bike sharing, including handbikes for people with reduced mobility. It is important to highlight the availability of accessible tourist packages, the accessible itineraries and routes, the guides on the accessibility of the city and its attractions such as the accessibility guide of the historic churches in Turin. Mobile Applications with data on the services and the accessibility of tourist sites, allow people with reduced mobility or with visual or hearing impairments to access the information in many different formats. Availability of information in the wine and food sector, with attention to dietary needs (allergies, intolerance, personal diets, and religious requirements).
Good availability of accessible accommodation in the hospitality sector, including agritourism and an open attitude to continuous improvements in all services.

It has been realized, with the support of the Fondazione CRT, BookingAble, the first tourist booking service to provide a detailed and reliable information in the sector. BookingAble.com is a online booking engine offering current and detailed information on accessibility. It allows travellers with disabilities to book hotel rooms, holidays and touristic services directly online.

ISF 7: Communication and marketing

Websites are accessible in accordance with Italian law. From some web sites like www.torinotourforall.it and www.turismotorino.org you can download materials to get a tactile print version using the stereoscopy technique to help people understand the layout of spaces and buildings by touch.

The websites of the most important historical and cultural bodies provide information on the accessibility of places, activities and routes, such as the system of Savoy residences, museums and art galleries. Some visits for all are guided by people with sight or hearing impairments using Italian Sign Language. Every year "Turismabile" arranges an international conference on Tourism for All.

Figure 23: Turin, view with the Mole Antonelliana
(Source: photography by Davide Farabegoli)

7.4.3 Drivers and obstacles

Drivers

The activities of public authorities, tourism operators and the non-profit associations have contributed to make Turin a tourist town, which is accessible, friendlier, and more attentive to the different needs and aspirations of tourists.

This approach has helped to transform the technical requirements for accessibility to a measure of excellence to be promoted and enhanced. A key aspect was to clarify, to those who are involved in tourism at various levels of the tourism industry, that:

- pursuing accessible tourism is a matter for tourism operators and not solely an issue of the associations of disabled people;
- it is necessary to operate a Chain of Accessibility to create a tourism offer that is accessible, complete and meets everyone's needs;
- Checking accessibility is only the starting point for the creation and improvement of a destination which is accessible.

Obstacles

For a good and effective spread of tourism for all in Turin some obstacles should be considered such as:

- fragmentation of small projects although made with good intentions;
- lack of information on accessibility in tourist sites and in the proposals of "traditional" products;
- lack of a common methodology for the definition of a tourist destination as "accessible";
- lower levels of accessibility in commercial undertakings;
- over-emphasis on solutions dedicated to people with disabilities only, such as routes, itineraries, activities or places. This attitude contributes to slowing down the inclusive tourism process and strengthens the misconception that "solutions for people with disabilities" are to be considered of little aesthetic value or attractiveness.

7.5. Case Study: Flanders (Belgium)

Author: Pieter Ghijsels

7.5.1 Introduction

Flanders is the Dutch-speaking northern region of Belgium, with 6 million inhabitants
(+ 1 million in the capital Brussels). Yearly, the region receives 12 million visitors. Tourism
represents an economic value of €11.7 billion (4.5% of GDP, 2014).

VisitFlanders has a double task – 1) to market Flanders as a tourist destination, and 2) to
develop tourism products in Flanders – enabling the government to effectively implement its
tourism policy. Quality control, co-funding and grants are used to develop a tourism product
that appeals to a diverse international market.

Figure 24: Exploring Flanders
(Source: https://www.flickr.com/photos/visitflanders**)**

7.5.2 Monitoring of the Seven Success Factors

The Flanders Fields area was the first to become an over-all accessible travel destination,
since the First World War centenary has drawn the world's attention to this former battlefields
area. Then, a roundup of the accessibility in the coastal area was presented in 2015. The
"art" cities, like Bruges and Ghent, are next. Gradually, the whole region is being brought up
to par.

The underlying policy encompasses these seven success factors:

ISF 1: Commitment of decision-makers

Soon after its introduction in 1999, the concept that "*accessible tourism = tourism*" was
adopted at the political level. The active support of successive Ministers of Tourism has
given a great boost to the internal and external co-operation.

Today, grants are systematically linked to accessibility standards. The scope of accessible tourism has recently been enriched by a family-friendly focus on cross-generational travel parties, making the expansion towards inclusion more apparent.

ISF 2: Coordination and continuity

Today's successes are the result of a long-term strategy, allowing us to prepare the ground to detect and study examples of good practice and to give ideas time to sink in. For VisitFlanders' counterparts the clear timing makes it easier to synchronize their efforts.

However, in accessibility and inclusion you can never say "mission accomplished". VisitFlanders' recent internal re-organisation will allow a further widening and deepening of the scope in its mission to cater for a diverse audience of domestic and foreign visitors.

ISF 3: Networking and participation

As the main tourism authority, VisitFlanders is a meeting point for stakeholders. Tourism is a field with many connecting policies. It has implications on regional, provincial, local and sub-local levels. It depends on all of these elements, but can also trigger other developments as a connecting (and lucrative) factor.

From the start, VisitFlanders' accessibility policy was strongly supported by the disability movement and by independent accessibility advocates. Although the inclusive tourism policy embraces a much wider audience than people with specific disabilities, their accessibility needs set the benchmark for the wide scope of the service design.

ISF 4: Strategic planning

The backbone of the accessibility policy is an action plan (2001) with infrastructure, training and information as interacting fields. Rather than using self-assessment tools or user-generated content, Flanders has opted for external accessibility bureaux that deliver an in-depth analysis of the situation and hands-on advice for improvement.

ISF 5: Knowledge management and qualification

Training and awareness raising are at least as important as the old bricks and mortar. Desk staff, tour guides, and other key players in the sector can book tailored sessions delivered by trainers with disabilities. Furthermore, manuals and folders raise awareness and highlight examples of good practice.

ISF 6: Optimisation of resources

Technical advice, financial support, training and awareness raising have already been mentioned above. A specific tool for knowledge exchange is a learning network for service providers. It brings the most active players together 3 times per year, to have extra training, exchange experience and participate in the decision-making.

Last but not least: the role of people with disabilities cannot be emphasised enough. Organised and independent "sparring partners" with various disabilities are involved in the awarding of accessibility labels, updating of criteria, testing of new developments, etc. They are the true ambassadors of Flanders as a travel destination for all.

ISF 7: Communication and marketing

For everybody involved, it is essential that the results of these actions can be found easily. Accessibility information has to be *accessible* information: accurate, adequate, easy to read, easy to understand … and widespread.

VisitFlanders uses both mainstream and dedicated communication styles. All mainstream communication has accessibility indications or labels (for accommodation and tourism offices) and links to further detailed *information*, as well as *images* featuring people with disabilities. One should not necessarily consider oneself "disabled" in order to find this information. However, simultaneously, dedicated channels are maintained for customers who prefer a selection of accessible options, rather than to search their way through a mainstream overload.

7.5.3 Drivers and obstacles

Drivers

- Accessibility and inclusion are strongly embedded in the general tourism policy.
- A clearly phased action plan helps to keep focus.
- There is active involvement and support from the disability community in Flanders.

Obstacles

- Flanders lacks a real tradition of inclusive thinking.
- The interdependence with other fields is a strength, but in these difficult times also an obstacle, when budgets are tight.
- Some of VisitFlanders' choices are rather cost-intensive. E.g. screening by an external partner, training sessions with (several) trainers with disabilities.

Related links:

http://www.toerismevlaanderen.be is only available in Dutch and dedicated to the tourism sector in Flanders (corporate website);

www.visitflanders.com is the multilingual consumer-oriented website, with an accessibility part among the mainstream themes

7.6. Case Study: The City of Östersund (Sweden)

Author: Lilian Müller

7.6.1 Introduction

Östersund, the capital of the county Jämtland (Sweden) is with its 61.000 inhabitants one of the largest cities and a natural meeting point in the northern part of Sweden. Östersund has become a**n** important destination for winter sport of high quality. The city is also known for having among a number of well-known cultural spots and events**,** as the outdoor (and in-door) historical theme park and museum Jamtli, and the festival Storsjöyran, one of the most popular music festivals in Scandinavia. The region of Jämtland welcomed in 2014 about 1,1 million day-tourists, had 10 million overnight stayings, and the revenue in tourism reached 4,5 billion Swedish kronor. Tourism is growing, and in this development Östersund and tourism of all has key roles to play.

In the development of the brand – the wintertown - para sports has had its given place. The city has invested heavily to support this development; for instance by building the new Östersunds Arena and expanding the Ski Stadium. With successful sports events, the degree of accessibility in tourism, and to fulfil good accessibility for all throughout the whole tourism service chain has become major issues.

**Figure 25: Sledge hockey in the new arena, 2013
(Source: Östersunds kommun)**

7.6.2 Monitoring of the seven success factors

ISF 1: Commitment of decision-makers

The city of Östersund has developed a strategy for inclusion – Östersund for all – as an overall vision for the city and its surroundings.

Visit Östersund; a part of Destination Östersund, and jointly owned by the city and local private businesses; is responsible for tourism development; in which the Design for All-strategy and Tourism for All plays a key role.

Aware of the potential link between fewer barriers and more visitors, tourism for all has been a natural segment to develop. The winter town attracts para sport practitioners and visitors. Policy makers have been able to assist this development through investment in modern accessible facilities such as the Arena and Ski Stadium.

ISF 2: Coordination and continuity

- Destination Östersund has signed a memorandum of understanding with the City of Östersund, in which *Östersund for all* is highlighted as a common goal, and in which the ambition to invest in order to create a destination for all is expressed.
- The city has employed an accessibility strategist; with the main task of changing attitudes among municipal employees, politicians and the private sector, including the tourism industry. The aim is that everyone should be better able to understand, and to appreciate the diversity that exists among citizens and visitors.

ISF 3: Networking and participation

- Recently (April 2016) participants from 26 countries gathered in Östersund to discuss the future plans of the Paralympic sports. The aim was to develop a long-term plan for the future development of winter para sports - called "Ostersund Declaration on Para Athletes pathway in winter sports."
- The City of Östersund has since 2014 been a member of the network "Towns and cities for all" and has obtained the flag three years in a row; and settled a close cooperation with other cities in Europe with similar goals.
- Through the accessibility council of Östersund, consultation and exchange of information takes place between representatives of organisations of disabled people and the City of Östersund.

ISF 4: Strategic planning

- The strategy "Östersund for all" is a mutual responsibility for the public and private sectors.
- Destination Östersund has a stated responsibility for the development of Östersund as a Destination for All.

- Every department has its own action plan to implement the overall goal; with activities, timetable, measurable goals and explicit responsibilities. A general follow up of the departments' results is made once a year linked to the budget process.

ISF 5: Knowledge management and qualification

- The City of Östersund encourages all departments and external businesses to implement awareness-raising actions on the themes of accessibility and Design for All.
- All employees must undergo training. A two hour training module is developed for those who are already employed, while for new employees this is integrated into induction training. Linked to the training is a requirement to develop an action plan for their own operational tasks.

**Figure 26: Winterfestival in Östersund, 2013
(Source: Östersunds kommun)**

ISF 6: Optimisation of resources

- Investments in Östersund's Arena and the Ski stadium has been made for further development of winter sports for all. The Paralympic sports have grown significantly in recent years, both in number of competitions and visitors.
- On-going measures are made in parallel to improve the accessibility of the public spaces of the city. Every year special funds are allocated in the budget for this purpose.

ISF 7: Communication and marketing

- Accessible offers at the local level are integrated in the mainstreamed marketing. Visit Östersund presents on-line information on accommodation, activities, food and transport. Similar services are also available at the regional level.
- The annual accessibility prize is a way to promote and draw attention to the work done for a destination for all.

7.6.3 Drivers and obstacles

Drivers

- There is a strong political commitment to make Östersund a city for all, and a strong engagement among businesses and stakeholders, which has led to successful cooperation and good results.
- The local brand "The winter town" has opened huge opportunities for the development of a Destination for All, through activities within the framework of Paralympic sports.
- Obtaining the "Flag for towns and cities for all" has given added value to the efforts that has been done, and stimulates the continuing work for a destination for all.

Obstacles

- There is still a lack of information for visitors about the accessibility levels in different parts of the service chain. This has to be improved in order to show what the city has something to offer for all, across the whole of the service chain
- More local cooperation is needed, every single business needs to be involved.

**Figure 27: Competition at the Ski Stadium, 2013
(Source: Östersunds kommun)**

7.7. Case study: INTERREG project in the Müllerthal Region (Luxembourg)

Author: Sandra Bertholet

7.7.1 Introduction

The Müllerthal Region – Luxembourg's Little Switzerland known for its impressive sandstone rock formations, deep forests and lush valleys is a well-known tourism destination situated in the east of Luxembourg. 15 community administrations, 11 local tourist offices as well as representatives from the national tourism organisations form the stakeholders of the Regional Tourist Office (ORT) Müllerthal Region - Luxembourg's Little Switzerland (MPSL) responsible for the destination management and marketing.

The main tourism products are hiking ("Leading Quality Trail - Best of Europe" awarded Mullerthal Trail and numerous local and cross border hiking paths) and cycling. Culture and history also play an important part: Echternach is the oldest city of the country; the castle ruins of Beaufort, Larochette and Bourglinster are impressive.

Figure 28: Schiessentümpel cascade
(Source: © ORT MPSI / Th.Bichler)

7.7.2 Monitoring of the seven success factors

ISF 1: Commitment of decision-makers

The decision makers make systematic efforts to increase the attraction of the Müllerthal Region through different kinds of projects benefitting from European support. INTERREG is one of the European funding opportunities that in addition to the financial support, allows for sharing knowledge and experience with other partners. The recently launched INTERREG project "Nature and culture tourism for all" is a cross border project and emphasises on a strong cooperation between the regional tourist offices of the Müllerthal Region, the

Luxembourg Ardennes and the German Naturpark Südeifel. The board of directors of the regional tourist office of the Müllerthal Region is in favour of the project and gave it a positive vote. The project is also supported by the national tourism authorities .

ISF 2: Coordination and continuity

The coordination of the INTERREG project is carried out by a task force consisting of the general project management through the Naturpark Südeifel and one designated project coordinator in every region. The project's continuity is guaranteed as product development is one of the roles assigned to regional tourist offices. The coordinator's main task will be the analysis of the potential for "Tourism for All" in the region, the implementation of the commonly agreed project goals in the region, networking with all stakeholders, coordination with the other project participants and the national authorities as well as generally raising awareness of the issues. The added value of that coordination task for the Müllerthal Region – Luxemburg's Little Switzerland will be that one person can focus on the topic and bring the necessary knowledge to this crosscutting issue in all areas.

ISF 3: Networking and participation

A project of this size cannot be taken on board without the consent of the main stakeholders in the region. The region is supported by their partner hotels, campsites, youth hostels, tourist offices, attractions and by the public authorities, which are the government and the community administrations. Some of the region's stakeholders are already committed to the "Tourism for All" approach, as they are certified with the "EureWelcome" label (see chapter 6.2). These certified accommodation places and tourist attractions will be the backbone of the project when it comes to product development. Another important partner will be Info-Handicap, the dedicated national information and advisory centre on the "Design for All" approach.

ISF 4: Strategic planning

Three major fields of action were identified and retained and will be worked out by the project task force.

<u>Field of action: hiking tourism for all</u>

Five cross border hiking paths will be made accessible or will be built. Other measures on and around the paths include accessible parking lots, ramps near the stairs, a reduction of slopes of more than 6%, benches with armrests, tables designed for wheelchair users and an easily understandable signage and guidance system.

<u>Field of action: culture tourism for all</u>

The tourist attractions along the paths will be examined and the delivery of Design for All access and sight-seeing explored. The aim for tourist attractions is to get a "Tourism for All" certificate in the near future.

<u>Field of action: cross border tourism for all</u>

A fully accessible cross border tourist information and service centre will be built in Rosport, created on the existing cross border accessible campsite infrastructure. Furthermore, the service centre will rent E-Bikes, all terrain wheelchairs and accessible canoes. New bridges for hikers and bikers will be built in Wintersdorf-Rosport and in Rosport-Ralingen. The existing bridge for hikers and bikers in Minden-Steinheim will be adjusted and repaired to match the standards of accessibility. The development and the distribution of common cross border accessible tourism packages is the final and major goal of the project.

ISF 5: Knowledge management and qualification

To increase the knowledge of the tourist providers field trips to "best practice" projects (eg. Wilder Kermeter, Schleiden in Germany, Sailwise "Water for All" in Enkhuizen in the Netherlands) will be organised. Throughout the project, awareness workshops and training opportunities will be offered to tour guides, hoteliers, restaurateurs and the front line staff in the tourist information centres.

Figure 29: Echternach market square
(Source: © ORT MPSL / Th.Bichler)

ISF 6: Optimisation of resources

Those responsible for the project will stay in contact with each other and will keep up with all the upcoming and latest information. In addition, some cross border activities like. "Cross border hiking days" or "Cross border E-Bike days" have to be organised with all project partners in order to attract more and new guests and visitors to the project area.

ISF 7: Communication and marketing

Press releases will be sent to the national and international press to inform them about the project as well as about the tourism outcome. In information forums, the coordinator will try to inform the local population and the partners in the region and make them aware of and sensitive to the issues. They will also make use of their website and social media to inform people about the project and invite journalists and tour operators on press trips dedicated to the subject of tourism and accessibility.

7.7.3 Drivers and obstacles

Drivers

- A big motivation is to provide a successful, sustainable and environmentally friendly tourism development in the cross border Region and to improve the living conditions of its inhabitants as well as the service quality for visitors and guests. Due to the demographic trends it is essential to increase the accessibility of the natural and cultural heritage of the region.

Obstacles

- One challenge is certainly the natural environment of the region, a landscape marked by many sandstone rock formations. Another more emotive challenge is to overcome human differences and work together on a project, which will be profitable to all.
- Another key issue in the cross border product development will be the harmonisation of the different national "Tourism for All" labels and certificates to achieve a common and understandable information policy.

Figure 30: Beaufort Castles
(Source: © ORT MPSL / Th.Bichler)

Related links: www.mullerthal.lu / www.mullerthal-trail.lu

7.8. Case study: City of Hamburg (Germany)

Author: Cynthia Wester

7.8.1 Introduction

The Free and Hanseatic City of Hamburg is the second largest German city with 1.76 million people living in an area shaped by the rivers Elbe and Alster. As a "gateway to the world" and important trade and financial centre in the North, the city presents itself as vibrant and open-minded and offers a wide range of cultural activities and must-see tourist attractions.

The large harbour is one of them, together with numerous museums, theatres and large events turning the city into a very popular tourist destination.

In 2015 the city was awarded its first UNESCO World Heritage Site: the unique warehouse complex Speicherstadt together with the adjoining office complex Kontorhausviertel with its fascinating architecture. The iconic concert hall Elbphilharmonie is due to open in January 2017 and already is one of the landmarks of Hamburg.

The number of Hamburg visitors per year has been going up since 2005, reaching 6.3 million visitors in 2015 involving 12.6 million overnight stays as the average time visitors spend in Hamburg is two days.

Figure 31: The accessible website on Hamburg tourism
(Source: http://www.hamburg-tourism.de/barrierefrei)

7.8.2 Monitoring of the Seven Success Factors

Under the title "Hamburg without barriers" the destination management organisation Hamburg Tourism has been working on accessibility in the tourism sector since 2014 to turn Hamburg into a destination for all. During this initial phase some of the success factors differ considerably from the ones experienced in established destinations in accessible tourism:

ISF 1: Commitment of decision-makers

- A strong commitment is needed when working on this topic: in particular, the organisation's CEO must support it but there must also be support from all colleagues, as accessibility is interdisciplinary and plays a role in every sector of tourism marketing.
- "Thinking accessibility" is becoming a standard from the CEO down to the staff at the tourist information and everyone should be familiar with and committed to this important topic. This is achieved by in-house training.
- Key decision-makers (i.e. in tourism and politics) strongly support the accessibility approach and new networks with other important players (such as the city council and other players in tourism) have been created since the topic was started.

ISF 2: Coordination and continuity

- There is one contact person within the destination management organisation who is fully responsible for accessible tourism in close cooperation with the management and other departments.
- All activities and ideas are processed by the same employee who started the project in 2014 – continuity is very important in this context.

ISF 3: Networking and participation

- The most important factor in this topic is networking and including the target group in all activities from the planning phase right down to the implementation of the individual projects. Close cooperation with other municipal offices is pursued (i.e. culture, health, social services, city planning) and strongly encouraged.
- Working together with local associations for people with disabilities is crucial in order to improve credibility in the topic so all new projects are introduced to these associations first to get initial feedback and to adapt the idea to the target group's requirements if needed.

ISF 4: Strategic planning

- Before working on the topic a strategic goal was set as well as several key objectives, which are evaluated on a regular basis (yearly).
- Once the foundations of the topic were set (i.e. homepage, brochures) the organisation could focus on other key points such as raising more awareness for the topic within the tourism sector and offering even higher-quality accessible products.

- All strategies and measures are oriented towards the defined objectives in the UN-Convention on the Rights of Persons with Disabilities.

ISF 5: Knowledge management and qualification

- To gather information the organisation is using the system "Reisen für Alle" (Tourism for all – see here: www.reisen-fuer-alle.de) which is applied nationwide in Germany and is based on certain guidelines of accessibility in the different areas of the tourism sector such as hotels, restaurants, museum, theatres.
- The organisation is well established in this field and serves as a contact point and offers support for start-ups and people who have new ideas for accessible tourism (companies who have a special offer in accessible tourism ask for our advice and help).
- There is an excellent network and knowledge transfer with the other 15 federal tourism-marketing organisations in Germany, which meet on a regular basis.

ISF 6: Optimisation of resources

- Where possible the organisation tries to monitor the success of certain projects within the topic (for example the click rates on the website).
- Evaluating the experience of project partners and setting up quality control is a must in accessible tourism and the organisation is actively pursuing this goal.
- Raising awareness for accessibility within the tourism sector in order to facilitate even better and more attractive offers through good examples/projects is essential.

ISF 7: Communication and marketing

- Offering correct, detailed and up-to-date information is the main focus in this topic.
- Using the specific and unique communication methods needed for each target group (for example Braille, German sign language, detailed information on accessibility for wheelchair users etc.) is crucial to show the target group that they are taken seriously.
- The new accessible website of Hamburg Tourism was also tested according to the BITV-rules (resulting from the WCAG 1.0). It offers information and objective reports by the target group with first-hand information.
- An extensive photo shoot with a professional photographer and "real"" models from each target group resulted in expressive and realistic photos.
- Publishing information on accessibility in languages other than German is important in the tourism sector as accessible tourism goes beyond nationality or culture. Information must be provided at least in English. Hamburg Tourismus is currently working on that.
- Important partners in distribution are the many clubs and groups who cater for people with disabilities as well as trade fairs specialising in this field.
- Training in accessible tourism for tour guides and hotels was/will be offered by Hamburg tourism in cooperation with other partners.

Figure 32: Tourism for All in Hamburg (Source: © Hamburg Tourismus)

7.8.3 Drivers and obstacles

Drivers

- The most important driver is the target group itself and its positive reactions as well as strong commitment from the employee in charge of the project. Developing innovative, well designed and "outside the box"-ideas for the target group (the idea behind Design for All) is the ultimate goal and also an important driver.

Obstacles

- An obstacle is the fact that the tourism industry is doing so well that it is difficult to convince them to cater more for visitors with disabilities – the consumer demand is high enough anyway so they do not necessarily need new target groups. The service providers who are responsible often do not see an opportunity in accessible tourism but rather a burden.

Figure 33: Tourism for All in Hamburg (Source: © Hamburg Tourismus)

7.9. Case Study: Montserrat Abbey (Spain)

Author: Imma Bonet

7.9.1 Introduction

The Montserrat Abbey was founded in 1025 and is located 60 km from Barcelona.

In addition of being the spiritual heart and symbol of the Catalonian identity it is a tourist destination that currently receives almost 2.5 million visitors (its preferred maximum) of whom 49% are foreigners.

They visit the Abbey because it is located in a natural park of 50Km² consisting of the symbolic mountain with its unique shape that over the millennia has developed sharp reliefs with steep walls and rounded blocks forming a silhouette that look like a saw blade (mont = mountain and serrat = saw makes the name "Montserrat"). Therefore, it is a great attraction for nature lovers.

It is also a cultural, historical, social and religious beacon because it contains:

- The Sanctuary built over 1.000 years that consists of both the basilica and the monks` premises as well as buildings for pilgrims and tourists.
- the museum that is divided into different sections offers diverse and valuable artistic objects. It is fully accessible and offers the option of guided tours.
- The Library, which occupies a central place in the monastic enclosure, is a cultural space open to the world in order to facilitate the dissemination of knowledge and to preserve their legacy.
- The Montserrat Choir that is one of the oldest boys' choirs in Europe.

Finally, it should be noted that part of the Abbey of Montserrat heritage is protected and no new construction is permitted, but that does not preclude the possibility of adapting the site to everyone, whatever their needs and expectations (multicultural, accessible, different services offered, etc.) through a continuous renovation project.
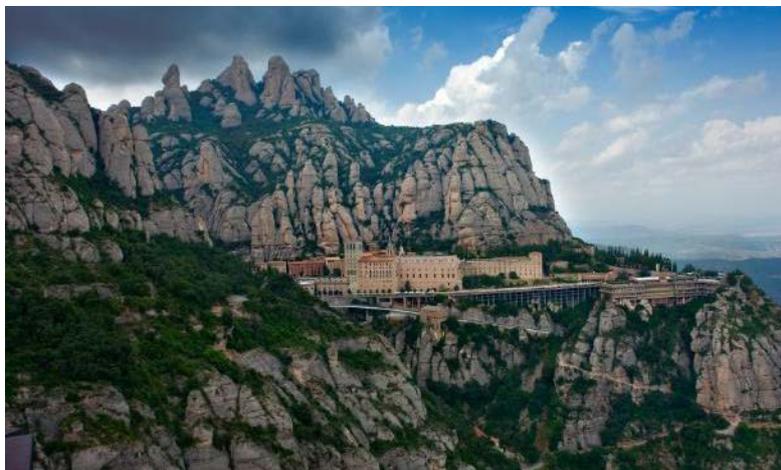
Figure 34: General view of the abbey
(Source: Ferrocarrils de la Generalitat de Catalunya, Catalan Railways data base)

7.9.2 Monitoring of the Seven Success Factors

ISF 1: Commitment of decision-makers

The commitment to implement and promote Design for All at Montserrat Abbey flows naturally from the Benedictine community of Montserrat, currently consisting of 60 monks who follow the Rule of Saint Benedict (s. VI) "To welcome any visitor wherever there are Benedictines".

In consequence one of the main objectives of the monks' community is to offer to everyone the mountain, the Monastery and the Sanctuary as a place of meeting and prayer welcoming any visitor and pilgrim taking into account all its characteristics and needs whatever his or her faith.

ISF 2: Coordination and continuity

In 1913, the community of monks created the company Agricola Regional, SA (hereinafter the ARSA) that manages the hotels, restaurants and shops in Montserrat. ARSA integrated accessibility and Design for All in their management system in 1995.

In 1997 the Montserrat 2025 Foundation was created in order to raise funds to preserve the Abbey, promote and encourage the spiritual, social and cultural welfare of pilgrims and renovate the structures and infrastructures to adapt them to the needs of all visitors.

The Board of Montserrat Natural Park has since 1950 been the management body responsible for the mountain preservation including:

- Implementing, monitoring and regulating the access to and movement on the mountain and defining and managing the parking areas.
- Promoting tourism through advertising and offering national and international tours of the mountain.

It can be said that the three organisations: monks' community, ARSA and Park share the same approach to continuous improvement from a Design for All perspective as a way of guaranteeing their success as a tourist destination.

Figure 35: Montserrat Rack Railway
(Source: http://www.cremallerademontserrat.cat/en/rack-railway/the-rack-railway/**)**

ISF 3: Networking and participation

A project of this magnitude cannot be achieved without the involvement of all the different actors at different levels.

It is vital that the Design for All values are shared internally with more than 300 ARSA employees.

At the same time the involvement and collaboration of external agents is critical for Montserrat Abbey. One of the more relevant is Catalan Railways that links the Abbey with Barcelona by train, funiculars and cable cars that are accessible to everyone.

Figure 36: Signage example
(Author: Francesc Aragall)

ISF 4: Strategic planning

To carry out the Design for All actions it was necessary to develop a strategic plan defining short and long-term objectives, priorities and ways to solve the main problems while involving the all partners to build a shared vision for future development.

For this reason ARSA as the urban and tourism promotion manager carried out an improvement Plan for infrastructure and services bearing in mind the needs and expectations of pilgrims and visitors but also of the people working in Montserrat.

This Plan covered a wide range from small adaptations to complete retrofit of buildings. This was the case of the museum whose main entrance was relocated and with the installation of a lift it was necessary to carry out a complete reorganisation of the space.

Different access to buildings and mobility and wayfinding were also improved. One example of this was the reorganisation of the parking spaces that before were chaotic: The spaces were placed further away and a fully accessible trackless park train was installed to link the parking with the Abbey for those not willing or not able to walk.

ISF 5: Knowledge management and qualification

All those involved in the management are very aware of the benefits and importance of Design for All. Therefore, to improve the quality of services offered they organise awareness workshops with external consultants such as ONCE Catalonia.

To design their project, they also count on external consultants like ProAsolutions.

Figure 37: Trackless park train
(Author: Francesc Aragall)

ISF 6: Optimisation of resources

One of the future objectives is to encourage visitors to spend more time in Montserrat rather than limiting their visit to the basilica or the choir. This will increase the occupation of hotels and restaurants.

The museum and other cultural sites can define specific tourist products for different market segments like the offer that they are designing for the business sector.

Another main objective is to better coordinate with surrounding municipalities to develop joint tourism strategies.

ISF 7: Communication and marketing

ARSA conducted a tourism marketing strategy including multiculturalism and diversity to strengthen communication and information on Montserrat both in Catalonia and internationally. To give an example their website and TV channel Radio Montserrat broadcast live liturgical acts from the Abbey.

Being aware that ICT also represents a marketing opportunity for Montserrat a virtual tour (http://www.montserratvisita.com/en/virtual) of views and options for activities is available on the website in Catalan, Spanish, French, English, German and Russian.

Braille and audio is also included in their wayfinding system.

Finally, with the collaboration of the Design for All Foundation they disseminate the Design for All achievements and projects by means of publications, conferences and study visits.

7.9.3 Drivers and obstacles

Drivers

- The consolidation of tourism as an engine for the development of Montserrat bringing in resources to preserve and improve the quality and quantity of services offered considering all visitors' expectations and their diversity.

Obstacles

- The biggest burden to develop the plans at the desired pace is the limited investment capacity because although the incomes are important the resources needed to renew and maintain the entire heritage site are enormous. Related link:

Related link : http://www.montserratvisita.com/en/index.html

7.10. Case study: Sydney's 'Cultural Ribbon' (Australia)

Authors: Simon Darcy and Barbara Almond

7.10.1 Introduction

The European Concept of Accessibility and Design for All has been a powerful movement for the progression of Destination for All approaches to the built environment, common domain and precinct areas. Together with the European Network for Accessible Tourism, the influence of this movement has extended beyond Europe to the US, Asia and Australasia. However, outside of Europe the underlying foundations of accessibility, universal design and the socio-political context are significantly different and driven to a certain extent by the UN Convention on the Rights of Persons with Disabilities. This case study explores how the concepts of accessibility, Universal Design and Destinations for All development have been operationalised in the premier tourism gateway to Sydney, Australia. Sydney's "Cultural Ribbon" incorporates the Sydney Harbour foreshore from the Sydney Opera House to Darling Harbour's new conference and exhibition centre.

Sydney has been a city with significant access issues (Darcy 2001, 2003) but since first opening in 1988 Darling Harbour and the development of the 'cultural ribbon' of the harbour foreshore has always had a reputation for best practice approaches to accessibility. The Sydney Harbour Foreshore Authority (incorporating the Darling Harbour Authority) was one of the first government organisations to develop a Disability Action Plan for the Darling Harbour precinct and it aims to

'shift the structural and attitudinal barriers that have impacted on the lives of those with a disability, promoting inclusion for people with disability and making the precincts for which it is responsible a better place to live and visit' (Sydney Harbour Foreshore Authority 2015)

Sydney Context

As Australia's leading global city and the gateway to Asia, Sydney is the destination of choice for many international corporations, business leaders, tourists and students (City of Sydney 2016). Sydney Harbour itself is a defining element for the city and features prominently in national and international tourism marketing campaigns. Many of the best-known features of the city are located around Sydney Harbour and are the most recognised images of Sydney, including the Harbour Bridge, the Sydney Opera House and Darling Harbour. As a result, much of Sydney's tourist activity is focussed around the Harbour and its foreshore with Sydney's 'Cultural Ribbon' having many of the cultural attractions as key destination experiences for visitors (Veal, Darcy & Lynch, 2013). However, this was not always the case. The tourism boom experienced by Australia in the early 1980's served to highlight the poor condition and heavy industrialised nature of the harbour and its foreshore for many Sydneysiders as well as the state government of the day (Edwards, Griffin, and Hayllar 2008).

Consequently, since that time substantial areas of foreshore land have been transformed into significant places of leisure for residents and tourists alike. In the early 1980's the foreshore began its transformation from heavy industry to public leisure precinct. Darling Harbour itself was developed with a concentration of leisure activities in place to service the needs of the local community as well domestic and international tourists (Edwards, Griffin, and Hayllar 2008). Darling Harbour alone now receives in excess of 26 million visitors a year with many also accessing other foreshore facilities. The area hosts an extensive array of festivals and events held at the outdoor areas along the cultural ribbon including the Sydney Opera House forecourt, Circular Quay, West Circular Quay, Walsh Bay, Barangaroo and Darling Harbour. Along with available attractions and events the most popular activities identified by both domestic and international visitors to Darling Harbour were eating out at restaurants (94%), going shopping (55%), sightseeing/looking around (52%) and going to markets (37%) (Destination NSW 2015, DarlingHarbourLive 2015). As shown in Figure 36, destination precinct has been expanded with the development of Barangaroo to the East of Darling Harbour where:

> '*Sydney's western harbour is being transformed into one of the most distinctive and dynamic new waterfront, business and leisure districts in the world.*' (DarlingHarbourLive 2013)

Figure 38: Barangaroo
(Source: Barangaroo Delivery Authority - 2014)

7.10.2 Monitoring the Seven Success Factors

ISF 1: Commitment of Decision Makers

Sydney's cultural ribbon extends beyond a single governance structure with a number of significant stakeholders. First and foremost, the City of Sydney is a local government body charged with the governing of many buildings, spaces and places. The City of Sydney had a history of conflict with the disability community leading up to 3 complaint cases under the Disability Discrimination Act in the lead up to the Sydney Olympic and Paralympic games (Darcy, 2001; 2003 ; Cashman & Darcy, 2008). In the last decade the City of Sydney has shown a significant commitment to the disability community. While aspects of local government planning are governed by a series of environmental planning documents the City of Sydney has a designated staff who works across council on accessibility to ensure all

decisions are cognisant of their responsibilities in this area. The City of Sydney also has an Inclusion (Disability) Advisory Panel, which is made up of outside people with expertise across disability, access and inclusion. This group is consulted on all major proposed developments, strategies and processes undertaken by the city.

Another signifier of the commitment of decision-makers is the State government of New South Wales most powerful Department, Premier and Cabinet, who have a designated person assigned to statewide consideration for accessibility. Part of this person's role is to convene the access advisory steering group, who provide strategic direction to Premier and Cabinet on some of the most significant developments, events and festivals that occur with the City of Sydney including New Year's Eve, the Festival of Sydney and Vivid (Destination NSW 2016). This group also provide strategic advice about developing accessible and inclusive spaces, places and events for all for the City of Sydney.

ISF 2: Coordination and Continuity

The leading authorities for this area include Government Property NSW (formerly the Sydney Harbour Foreshore Authority), the City of Sydney, Barangaroo Development Authority, Darling Harbour Live, NSW Department of Planning and The Sydney Opera House Trust. The identity of the Sydney Harbour foreshore as a tourist destination relies on success in coordinating government partnerships and key stakeholders in providing projects and events in those spaces. For over 20 years the needs of the community and stakeholders have been engaged in a consultative approach to provide facilities and experiences in the public domain based on the principles of universal access. Key organisational partners coordinate activities that aim to attract more people by promoting the cultural ribbon as a globally significant cultural walk that is universally accessible by designing public areas that can be enjoyed by everyone (NSW Department of Premier and Cabinet 2012, Destination NSW 2014).

ISF 3: Networking and Participation

Redevelopment of public lands on Sydney's Harbour foreshore requires public consultation at a number of stages. Due to the commitment of decision makers to accessible development of public spaces throughout the cultural ribbon of Sydney much of this consultation is also taken with accessibility and Universal Design in mind. The City of Sydney has established an Inclusion (Disability) Advisory Panel, which reflects the diversity of the disability sector and provides expertise in accessibility, urban planning, economic management, the arts, housing, transport, media, communication and legislation. The City of Sydney has also produced an access strategy to proactively plan for future engagement and improve areas that are currently problematic. Similarly, all redevelopment projects have included a consultation phase through the planning and delivery of the project. Consultation aims to create an effective forum for information exchange relating to design aspects of the project including access and to seek feedback where possible in relation to design features that are of interest to the community. The success of this process at all levels of government means that design incorporates access needs identified at a community level.

ISF 4: Strategic Planning

Strategic planning for access and inclusion for the Destination for All precincts involves a combination of mainstream environmental planning considerations stipulated under the building codes and other legislation, and access specific strategies. All environmental planning and building is governed by the Building Code of Australia, and calls upon the Disability Standard for Access to Premises as developed under the Disability Discrimination Act, 1992. This broad strategic planning approach is then operationalised through the environmental planning system that involves professionals such as architects, planners and the building and construction industry to bring about the vision proposed for the destination area. At each stage of the process considerations for access and inclusion require certification and signoff by accredited access consultancy professions. While the system is not fool proof there are also systems in place at federal level for complaint and Federal Court actions to redress access oversights. (Darcy & Taylor, 2009)

Additionally in 2008 the Australian Government committed the nation to implementing the United Nations Convention on the Rights of Persons with Disabilities. In line with the National Disability Strategy (NDS) 2010-2020 the destination has a vision of 'an inclusive Australian Society that enables people with a disability to fulfil their potential as equal citizens' (Sydney Harbour Foreshore Authority 2015). As well the NSW Government passed new legislation in 2014, the Disability Inclusion Act 2014, and the preparation of Disability Inclusion and Action Plans was required.

**Figure 39: Sydney's Cultural Ribbon with Barangaroo focus
(Source: http://www.barangaroo.sydney/accessibility/)**

ISF 5: Knowledge management and qualification

While not specific to the case study, each local government authority or statutory authority has significant consultation, reporting and public communication responsibilities. Across Australian governments there is also an effective means of freedom of information requirements. Active networking between organisations and key stakeholders has not only ensured effective communication but has allowed for an exchange of expertise. Community consultation committees have been chosen to access significant specialist expertise where possible and this has enabled government authorities the ongoing ability to extend expertise in accessible development and services. Within this precinct this has been an effective mechanism for inclusion but within other jurisdictions these approaches have been less successful.

ISF 6: Optimisation of resources

Financial budgets for all development projects included accessibility design features in response to legislative and regulatory requirements as well as community expectations. As well human capital and the expertise of design professionals and community consultation played a significant part in final design features for accessibility. These resources mean that accessibility could be integrated in design at an early stage. Additionally, the provision of services and support for people with disabilities and seniors requires adequate training for staff at various venues throughout the precinct.

There is also a range of web-based tools for planning for your accessible trip:

- Sydney for All http://www.sydneyforall.com/
- Accessible Accommodation http://www.easyaccessaustralia.com.au/sydney/
- City of Sydney wayfinding http://www.cityofsydney.nsw.gov.au/explore/getting-around/accessibility/accessibility-map

ISF 7: Communication and marketing

Success of the development and planning of Sydney Harbour Cultural Ribbon has required significant communication between a range of government organisations, private developers and the community to ensure success. While government have kept the community informed about the progress of projects as well as activities and events around the cultural ribbon the media has also had a role to play in ensuring that the community has been kept informed throughout all stages of development and activities.

7.10.3 Drivers and obstacles

Drivers

- Sydney as a world city for culture, economics and social progress;
- the Australian legislative environment including the Disability Discrimination Act, 1992; Building Codes of Australia, Disability Standards for Access to Premises; and a mechanism for complaint cases/court actions. (Darcy & Taylor, 2009)
- recognition by some stakeholders of accessible tourism as a significant economic advantage to tourism development in Sydney has also had an impact. (Buhalis & Darcy, 2011; Buhalis, Darcy & Ambrose, 2012)
- A vibrant disability advocacy community who keep government, the private and not-for-profit sectors honest through research, policy and legal avenues;
- a changing policy environment with the introduction of the National Disability Insurance Scheme where some community attitude change has been noted;
- raised expectation about the social participation of people with disability in all avenues of life;
- consistency in the planning, development and operations of the built environment, transport and economic activity.

Obstacles

Despite the positive intentions when planning for accessibility there have been a number of obstacles identified.

- heritage conservation throughout the area has in some cases provided a roadblock to accessibility (despite Sydney's reasonably short history), particularly where government authorities and developers have not actively sought to incorporate accessibility into redevelopment of historic sites.
- Recent growth of population and visitation to Sydney has also seen significant pressure for development of infrastructure and facilities.
- In some circumstances this has meant that short development times and limited budgets have impacted on best practice accessibility priorities.
- Multiple jurisdictions create a complexity to consistency in approaches;
- Housing affordability for anyone with a disability close to the city is out of reach.

Figure 40: Barangaroo accessibility
(Source: http://www.barangaroo.sydney/accessibility/)

8. Conclusion

The various experiences illustrated in the present publication through the case studies from all over Europe and Australia, kindly provided by the EuCAN members and followers, have clearly shown that implementing Design for All approaches (through the 7 Interdependent Success Factors) in a tourist destination is not only possible, but also feasible to generate economic and social benefits.

At the same time, the case studies clearly show that this process is significantly driven by very different local factors belonging to the destination itself. For example:

- the socio-political context, as in the case of Turin (with a fragmentation of small projects not linked together or over-emphasis on solutions dedicated to people with disabilities) and Eifel Park (where the pioneering role of the National Park administration may cause conflicts);
- the great economic and tourism expansion, such as in Hamburg and Sydney (where the consumer demand is so high, that private investors are not interested in reaching new target groups);
- the natural context, as in the case of Müllerthal Region (where local orography represents a great challenge for the realization of accessibility);
- the high amount of investment needed, as in the cases of Erfurt, Flanders and Montserrat Abbey;
- the lack of information about the accessibility level of the different service chain elements of the destination, such as in the case of Turin and Östersund.

In almost all the case studies one clear obstacle emerged: the **lack of awareness** among private service providers about the opportunities that a tourist destination as a Destination for All could bring, and the **lack of a common methodology and strategy** among the different actors involved in the tourism service chain, due to poor local cooperation.

These are the main themes and success factors (communication and awareness raising; networking and participation) that should be followed in the coming years, for our studies, research, development of new projects and sites.

Finally, and to quote again Scott Rains:

> "We can measure, standardize, legislate and audit but never forget that after analysis or enforcement all this must be synthesized to come together in a seamless travel experience for real human beings operating under the broadest range of conditions with their unique abilities and limitations. […] Today's improvements are the raw material for creating local supply chains that make inclusive tourism sustainable in a business sense and the social consensus for inclusion that makes it sustainable in a cultural sense." (Rains 2014a)

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The European Concept for Accessibility Network - EuCAN

EuCAN is an open network of experts and advocates who bring together their knowledge and enthusiasm for promoting and supporting the Design for All approach.

The coordination work of EuCAN and the functioning of the network are mainly voluntary work, as the official work of Info-Handicap is concentrated at the national level and no specific resources are allocated to the coordination of EuCAN. This is also the case for the EuCAN members who, on a voluntary basis, have agreed to take on specific tasks like the maintenance of the Facebook-group or the initiative of having the ECA publications translated into different languages.

Anyone interested in supporting the work of EuCAN is welcome and, apart from a personal commitment to adhere to the work of EuCAN, there are no financial or administrative obligations.

The EuCAN publications aim to provide practical guidance. They are neither academic nor policy documents.

The history

In 1985 the Bureau for Action in Favour of Disabled People (the present Unit Integration of the disabled of DGV) published a study and working document about the state of the art of accessibility in the EU member states. It led to the creation of a steering group with the task of promoting harmonised and standardised accessibility criteria in Europe.

After the publication of the « **E**uropean **C**oncept for **A**ccessibility (ECA) » in March 1996 however, the steering group fell into a vacuum. The Dutch organisation CCPT decided to give up its coordination task and a new coordinator had to be found. In May 1999 the director of the Luxembourg Disability Information and Meeting Centre (better known by its acronym "Info-Handicap") took over the coordination of the steering group, together with the implicit responsibility for the follow-up of the European Concept for Accessibility.

New experts showed an interest and joined the former steering group so giving birth to the « **Eu**ropean **C**oncept for **A**ccessibility **N**etwork » commonly called « EuCAN ».

The publications

In 1996, the objective of the publication "**European Concept for Accessibility**" was "the *provision of environments which are convenient, safe and enjoyable to use by everyone, including people with disabilities".* It concentrated on the need to eliminate

obstacles in the built environment and to develop harmonised European accessibility standards.

In 2003, the members of the ECA network decided to update the 1996 document to "*further develop the social reasons to create environments for all and the improvement that Europe can achieve by doing this.*" ECA 2003 pointed out that a correct implementation of its content, based on the respect of human diversity, would not only benefit a wide range of different stakeholders but also create new business opportunities. Several experts from all over Europe illustrated these potential benefits with short articles included in the publication.

In the meantime the wording among the EuCAN members changed and the term "accessibility" was integrated as an important element in the more holistic "Design for All" approach.

Five years after the publication of the Technical Assistance manual, its initiators had the feeling that "*Although there seems to be widespread general agreement that accessibility has to be implemented at all levels of daily life, reality clearly shows that most people do not really know what this means.*"

The EuCAN members developed a set of 7 Interdependent Success Factors (ISF), "*which have to be considered to ensure successful and satisfactory implementation of Design for All approaches in the built environment.*"

Case studies from different countries illustrated the impact of the success factors and proved their transferability to different contexts.

In 2013, the authors felt that "*The promotion of ECA for administrations since 2008 has proved quite successful and we are pleasantly surprised to meet more and more people who know about the "Seven Interdependent Success Factors" – in theory! "In theory" because the remaining challenge is how to use the success factors in any given context.*"

Hence they decided to produce a new publication with the title **"Design for all in progress – from theory to practice - ECA 2013"** with the following background: "*Hence this publication aims both to help designers and advisors to check their understanding of the role they have to play when advising clients and also to help clients to check whether their advisors follow the principles of a Design for All approach.*"

In 2014 the European Commission presented a series of studies aiming at underlining the potential of accessible tourism. These studies inspired EuCAN to create this present publication about **"Destinations for All".**