21. Planning and managing sustainable urban destinations

Alastair M. Morrison

0000-0002-0754-1083

1. Introduction

Planning and managing are crucial subjects for a book dedicated to sustainable urban tourism. The author decided to prepare this chapter on these subjects with the philosophy of blending academic and practitioner contributions as suggested in Chapter 8. This introduction is in four parts with the first providing the background to sustainable urban tourism including the historical and intellectual development of the topic and major contributions. The second part of the introduction identifies the chapter's main aim and specific objectives; the third proposes the potential contributions; and the fourth outlines the chapter structure.

1.1 Background to sustainable urban tourism

The topic of sustainable urban tourism has historically been neglected in the tourism and hospitality academic literature (Hinch, 1996, p. 99; Maxim, 2016, p. 972; Morrison and Maxim, 2022, p. 206). A search of the Scopus database in November 2022 indicated there were only 43 items in total using the term sustainable urban tourism when searching by article title, abstract, and keywords. Only 21 sources had sustainable urban tourism in their article titles. The Scopus search indicated that the first article on the topic was published in 1996 by Hinch in the *Journal of Sustainable Tourism*; however, there was an earlier publication (a book chapter) in 1992 (van der Borg, 1992) suggesting a publishing life span of 30 years. Thirty (70%) of the 43 items were published from 2015 to 2022. The most cited article was by Timur and Getz (2009) with 229 cites, which is relatively low when compared to other tourism topics. A Scopus search of sustainable city tourism yielded just seven items.

The impacts of the COVID-19 pandemic on city tourism combined with greater urbanisation (Morrison and Coca-Stefaniak, 2021) appear to be increasing academic and practitioner interest in sustainable urban tourism. Added to these influences is the focus on the United Nations' SDG11, Making cities and human settlements inclusive, safe, resilient and sustainable. Several recent books and journal issues have prominently featured sustainable urban tourism including the Routledge Handbook of Tourism Cities (Chapter 3, *Sustainable Tourism in Cities*, Day, 2020, pp. 52-64), World Tourism Cities (Chapter 8, *Sustainability in World Cities*, Morrison and Maxim, 2022, pp. 196-220), and a Special Edition of the International Journal of Tourism Cities (Volume 7 Issue 4, 2021, *Sustainable Tourism in Urban Destinations*).

1.2 Aim and research objectives

The main aim of this chapter was to identify success factors and indicators, and best practices in planning and managing sustainable urban tourism destinations. The specific objectives were to:

1. Briefly summarise the literature on sustainable urban tourism
2. Evaluate best practices for managing sustainable tourism in urban areas
3. Identify approaches to the planning of sustainable tourism in urban areas
4. Suggest potential contributions to the achievement of SDG11: Sustainable cities and communities
5. Derive implications and recommendations for the planning and management of sustainable urban tourism destinations

The theme of this chapter is on the planning and managing of sustainable urban destinations and not on the overall planning and management of city tourism. Thus, the focus is on more specialised forms of city tourism planning and management that expressly deal with sustainable development and sustainable tourism.

1.3 Potential contributions

There have been rather meagre contributions by scholars in the last five years on urban tourism planning and management overall and even less has been published on sustainable city tourism planning and management. Academics have focused more on demand-side analyses where multivariate statistical analyses examine causal relationships among tourist attitudes and behaviours. Supply-side analyses rarely can accommodate these statistical methods and so planning and management studies tend to be more conceptual and in case study format.

On the practitioner side, several cities have forged ahead and prepared sustainable tourism plans for cities and other destinations, despite the dearth of empirical research. This chapter mentions some of these efforts by cities (e.g., Sedona, Vail, and Glasgow).

The main contribution of this chapter was therefore expected to be the identification of success factors and indicators for guiding the planning and managing of sustainable urban tourism destinations, that are presently lacking. The chapter also visually conceptualised sustainable tourism planning process and stakeholder engagement models.

1.4 Chapter structure

The structure of the remainder of this chapter begins with a brief review of the literature on sustainable urban tourism. This is followed by a description of the research approach applied. Next, a multi-case analysis of sustainable cities is presented based on commercial, NGO, and governmental ranking systems. Then, a review is made of related guidelines from the Global Sustainable Tourism Council (GSTC), United Nations (SDGs), and UNWTO, and exemplary sustainable tourism initiatives in urban areas. Success factors and indicators to form the basis for sustainable tourism planning and management are derived. The chapter ends by suggesting procedures for sustainable urban tourism planning and management.

2. Literature review

The general topic of urban tourism has been discussed in the academic literature since the 1980s (Morrison, 2021). A brief academic literature review was conducted on sustainable urban tourism. A number of themes emerged from this analysis that may help in planning and

managing urban sustainable tourism destinations and these themes are now discussed.

2.1 Demand focus

Visitors must behave in sustainable and responsible ways for city destinations to be sustainable. Based on a survey in Melbourne, Australia, Miller, Merrilees, and Coghlan (2015) examined tourist pro-environmental behaviours for recycling, green transport use, sustainable energy and material use, and green food consumption.

2.2 Stakeholders

Several scholars considered stakeholder engagement to be fundamental in sustainable urban tourism. However, Boom et al. (2021) found that stakeholder groups within cities had differing worldviews on how to manage tourism growth. This makes it difficult to design policies that reflect and respect all of the diverse views. Earlier, Timur and Getz (2009) had found a lack of appreciation of the triple bottom line (TBL) of sustainability in the tourism industry. Özdemir et al. (2015) also found this lack of stakeholder awareness in Istanbul. Day et al. (2021) added that sustainable tourism practices represent a 'wicked problem.' While many cities face similar sustainability challenges and issues, they are forced to acquiesce with the interests and viewpoints of their unique sets of stakeholders.

2.3 Participation

Making planning and management participative is a recurrent theme in the literature. Here again, the focus is on stakeholder engagement and participation. Koens et al. (2022) used a serious policy game to increase participation in urban tourism planning.

2.4 Sustainable urban tourism solutions

There were several literature contributions with a focus on specific sustainable urban tourism solutions. These included cycling and bike-sharing (Bučar, Barišić, and Osmanagić Bedenik, 2021); information communication technologies (Shafiee et al., 2013); smart cities (Ivars-Baidal et al., 2021); gamification (Koens et al., 2022; Souza et al., 2020); and energy-efficient architecture (Štahan, 2018).

2.5 Specific city examples

Several authors had a research focus on specific cities and how they were handling issues and challenges related to sustainability. Jones and Newsome (2015) found that the abundant green spaces in Perth, Australia made it a very livable city. Grube (2022) explored the city-compatible tourism policy in Berlin. For Ljubljana, 322 tourists and residents were surveyed in the city centre and on the basis of these data, a sustainable urban tourism development model was recommended (Grah, Dimovski, and Peterlin, 2020). Pasquinelli et al. (2022) compared pre- and post-COVID attitudes to sustainability and other issues in Florence, Milan, Rome, and Venice. The success factors for sustainable tourism in Bucharest, Romania were determined through a survey of people attending a local tourism fair. It was found that, among the success factors, strategic planning played an important role (Zamfir and Corbos, 2015).

2.6 Challenges and threats

Panasiuk (2021) identified contemporary threats to sustainable urban tourism that policymakers need to address. He defined the most common threats as exogenous threats (externally generated, e.g., climate change), mixed exogenous/endogenous (e.g., excessive transport congestion), and endogenous (internal, e.g., overtourism). Maxim (2019) determined 11 challenges for London, one of which was sustainable tourism. The others were the protection and conservation of the natural and built heritage, promotion of tourism development, destination image, public transport improvements, safety, climate change, evening economy, external funds and budget cuts, working in partnerships, and local distinctiveness and sense of place. Maxim (2021) considered London, Singapore and Dubai and found the common challenges were increasing competition from other cities and protecting and conserving the natural and built environment.

When considering the research published over the past five years (2018-2022), there was more attention to recovery from crises, smart cities and destinations, specific sustainable urban tourism solutions, and stakeholder participation. It is expected that these trends in published research will continue for the next five years. The major catalysts for the trends have been increasing urbanisation, the COVID-19 pandemic, demands for greater citizen involvement in city governance, technological advancements, increasing concerns for the natural environment, and more responsible tourist and resident behaviour. It can also be argued that city destination management has become broader in its scope and more professional. Herein, exemplary cities have provided benchmarks for their peers.

3. Research approach

An inductive paradigm was followed to derive success factors from a set of analysed cases. Rather than the typical strategy of only consulting the academic literature, this chapter also used a multi-case study approach and practitioner advice and experiences as data sources. The selection of case example cities was based on published rankings along with tangible evidence of sustainable urban tourism initiatives.

The city case analysis was supplemented with information from other sources including the targets and indicators for SDG11 (Making cities and human settlements inclusive, safe, resilient and sustainable), the Global Sustainable Tourism Council's *Destination Criteria v2.0*, UNWTO's suggested sustainable tourism goals, and sustainable tourism initiatives by specific cities (e.g., development of sustainable tourism plans).

3.1 Sustainable destination and city rankings

There are several ranking systems for sustainable destinations (tourism specific) and sustainable cities (general) operated by commercial enterprises. The tourism-specific group comprises CNN Traveller (Matheson, 2020), Europe's Most Sustainable Destinations (Bounce.com, 2022), Travel Magazine (2021), and WorldAtlas (2020). The general group includes the Arcadis Sustainable Cities Index (Arcadis, 2022), Ethos.co Most Sustainable Cities in the World (Ettinger, 2022), Schroders European Sustainable Cities Index (Schroders, 2022), The Sustainable Living Guide (2021), and Sustainability magazine (2021).

In addition to these commercial ranking systems, there are others contributed by

governmental entities and NGOs, either on a recurring or one-time basis. The official governmental systems are typically award-based and include the EU's European Green Capital Award (European Commission, 2022a), Access City Award (European Commission, 2022b), and the European Capitals of Smart Tourism (European Commission, 2022c). The NGO contributions include those by the World Economic Forum on green spaces (World Economic Forum, 2022), TrainingAid on cities implementing sustainable tourism solutions (Ezaki, 2021), and Earth.org's Top 5 Most Sustainable Cities in the World (Cheung, 2022).

There are other systems beyond the 15 so far mentioned and together they suggest a broad set of sustainable urban areas and selection criteria. Table 21.1 summarises the information from these 15 ranking systems. A total of 90 cities are listed with 39 mentioned one or more times. The 11 most frequently ranked cities were Copenhagen, Stockholm, Zurich, Berlin, Ljubljana, London, Oslo, Amsterdam, Madrid, Paris, and Singapore. Readers are cautioned not to take this list as a proxy to the most sustainable cities in the world. Some regions were underrepresented in these rankings, including Africa, Asia, Latin America, North America, and the Middle East. Also, the ranking systems tend to focus on the largest cities and pay lesser attention to small- and medium-sized urban areas.

Table 21.1 Analysis of sustainable city ranking systems
[included at the end of the document]

Table 21.2 shows the key information and data extracted for the 11 cities with the most frequent mentions in the ranking systems. In general, it can be seen that there is more of a focus on the environmental dimension of sustainability and less emphasis given to the social-cultural and economic dimensions. This over-attention to the environmental pillar of sustainability is also found in the academic literature (Li et al., 2022). Some of the most frequent terms used in Table 21.2 are cycling, waste, energy, carbon, hotels, buildings, walking, food, and green spaces.

Table 21.2 Information and data on 11 most frequently ranked sustainable cities
[included at the end of the document]

It was found that the data derived from the multi-case analysis was insufficient as important topics were not addressed therein. For example, there were no data about the planning and management of sustainable urban tourism, nor sufficient information on the engagement of stakeholders and residents. Also, no mention of destination management was made in the system results. Thus, there was a need to consult other guidelines and information sources.

4. Sustainable tourism guidelines and initiatives

Essential guidelines for sustainable tourism in general have been created by industry groups, inter-governmental agencies, certification schemes, and private sector sources. These are too many to mention in a short chapter and the focus was on just three global programmes.

4.1 Global Sustainable Tourism Council Destination Criteria

The Destination Criteria from GSTC are divided into four sections: A) sustainable management; B) socio-economic sustainability; C) cultural sustainability; and D) environmental sustainability (Day, 2020; Global Sustainable Tourism Council, 2022). These sections contain 38 criteria and 174 indicators (Day and Romanchek, 2020) and thus are very comprehensive. The sustainable management section (A) is composed of 11 criteria (A1 to A11) that include the management structure and framework (Aa) (destination management responsibility – A1; destination management strategy and action plan – A2, monitoring and reporting – A3); stakeholder engagement (Ab) (enterprise engagement and sustainability standards – A4, resident engagement and feedback - A5, visitor engagement and feedback – A6, and promotion and information – A7); and managing pressure and change (Ac) (managing visitors volumes and activities – A8, planning regulations and development control – A9, climate change adaptation – A10, and risk and crisis management – A11). The other three sections align with the three pillars of the triple bottom line (TBL) of sustainability – socio-economic (prosperity), cultural (people), and environmental (planet).

The Destination Criteria show how their satisfaction is linked with the 17 Sustainable Development Goals of the United Nations. For example, A5, A6, A7, A8, A9, and A11 are linked to SDG 11, which is the next set of guidelines.

4.2 United Nations SDG 11

SDG 11 has ten specific targets and several of these are connected with urban tourism. These are transportation systems (11.2), participatory planning and management (11.3), cultural and natural heritage (11.4), disasters (11.5), air quality and waste management (11.6), and green and public spaces (11.7) (Schwind, 2019). The GSTC criteria and SDG11 highlight the importance of stakeholder participation and readiness for crises and disasters, which were not present in the ranking system analysis.

4.3 UNWTO goals for sustainable tourism

UNWTO recommends that sustainable tourism deliver on 12 goals and these are economic viability; local prosperity; employment quality; social equity; visitor fulfilment; local control; community wellbeing; cultural richness; physical integrity; biological diversity; resource efficiency; and environmental purity (UNWTO, 2005).

There are many other sets of sustainable tourism guidelines available; space limitations meant that not all of them could be profiled. For example, UNESCO’s World Heritage and Sustainable Tourism Programme provides detailed advice on the conservation and preservation of urban tangible and intangible heritage (UNESCO, 2022). The EU Guidebook on Sustainable Tourism (developed with the assistance of UNWTO) represents another useful set of guidelines (European Union, 2022).

4.4 Urban sustainable tourism initiatives

Many cities and towns are following sustainable tourism guidelines and becoming exemplars

for other urban areas. Day (2020) identified Vail (Colorado) and Sedona (Arizona) as cities that had implemented the GSTC guidelines. The *Sedona Tourism Sustainability Plan* has the four 'strategic pillars' of the environment, resident quality of life, quality of the economy, and visitor experience (Sedona Chamber of Commerce & Tourism Bureau/City of Sedona, 2019). The Whitefish (Montana) *Sustainable Tourism Management Plan* specifies three 'key pillars' of community character, livability, and community engagement (Whitefish Convention & Visitors Bureau, 2020). Glasgow, Scotland in October 2022 released a *Sustainable Tourism & Conventions Plan* with three strategic areas – building a sustainable tourism sector, developing our sustainable city offer, and showcasing our sustainable city destination (Glasgow Convention Bureau, 2022). Gradually, more of these plans are being called stewardship plans or contain stewardship principles such as the *Sustainable Tourism Plan*, Park City & Summit County, Utah (Park City Chamber of Commerce Convention & Visitors Bureau, 2022):

- Value and respect the health of our local environment and natural resources
- Foster our local spirit, our values, our sense of place, and the wellbeing of our community -- residents, employers, employees, and visitors alike
- Ensure that benefits of the visitor economy are shared equitably by people of all races, ages, gender identities, sexual orientations, abilities, income levels, and by Summit County's communities
- Enable Summit County's tourism industry to lead by example, championing tourism's benefits, mitigating its impacts, and harnessing its regenerative power for the community and the environment
- Be bold, creative, and action-focused, supporting transparency and measurable outcomes

5. Success factors and indicators

Blending the above-mentioned sources of information, success factors and indicators for sustainable urban tourism were derived (Table 21.3). These were organised according to the ADVICE stakeholder model that is described later. The factors and indicators need to be built into the planning and management of sustainable urban tourism destinations; the next two topics covered.

Table 21.3 Success factors and indicators of sustainable urban tourism
[included at the end of the document]

6. Planning sustainable urban tourism destinations

There are several established approaches to tourism planning and it is highly recommended that all destinations periodically prepare strategies or plans to implement tourism policy. However, not all urban areas yet have such strategies or plans. Sustainable urban tourism can be thought of as a specialised form of tourism destination planning. Figure 21.1 displays eight planning components and an urban sustainable tourism planning process consisting of seven steps. The eight planning components are policies, principles, principals, participants, process, plan, prosecution, and performance. Planning should commence with the articulation of an urban sustainable tourism policy that outlines the overall goals and guidelines for sustainable tourism. The policy is underpinned by a set of principles (as demonstrated for

Park City, Utah). The principals are the organisations and individuals appointed to coordinate the planning and that may include the city DMO. Planning participants are invited by the principals to be involved in the planning process and this should include all stakeholders including local residents. The planning process is described in greater detail below. A formal strategy or plan is produced and that is implemented (prosecution) and later evaluated (performance).

The seven steps in the planning process are: 1) background analysis; 2) detailed research and analysis; 3) synthesis and visioning; 4) goal-setting, strategy selection, and objective-setting; 5) plan development; 6) plan implementation and monitoring; and 7) plan evaluation (Morrison, Lehto, and Day, 2018). The first step consists of secondary information gathering on the city's existing tourism resources, activities offered, and markets, that is followed by more detailed primary research on potential markets and developments, and competitors. Step three synthesises the results from the first two steps into forward-thinking statements for major aspects of urban tourism (e.g., development, marketing, organisational structure, experience design, human resources). Based on these statements, specific goals are articulated and then supported with implementation strategies and objectives. Following this is the actual plan development and then implementation and monitoring, and finally the plan's evaluation.

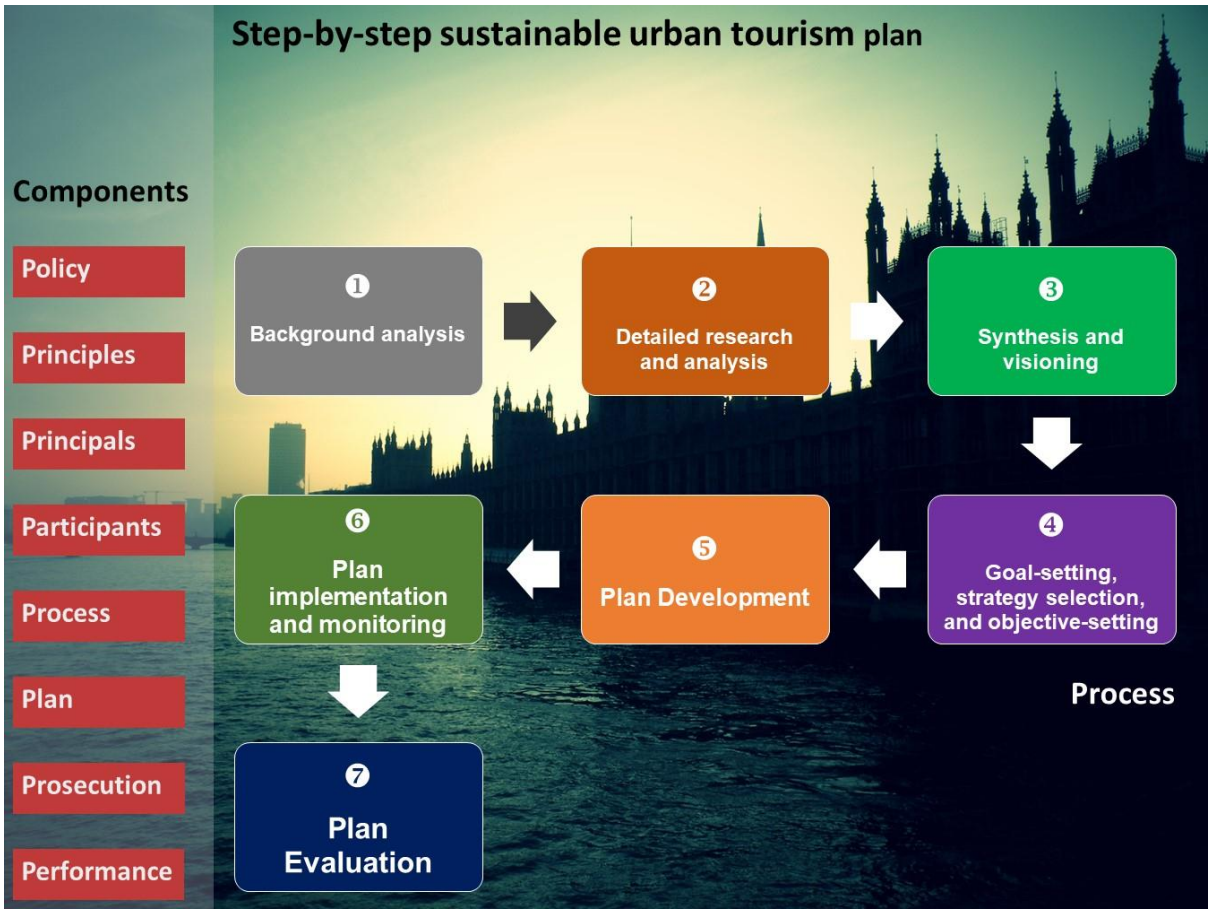

Figure 21.1 Step-by-step urban sustainable tourism plan. (Photo: Courtesy, Mariano Ruffo for Pexels.com)

The management of sustainable urban tourism can be viewed as a component of overall destination management, the responsibility for which normally falls to a destination management organization (DMO). DMOs perform a set of distinct roles that include planning and research; leadership, coordination and governance; product development; partnerships and team building; stakeholder relationships and involvement; visitor management; crisis management; and marketing, branding and communications (Figure 21.2) (Morrison, 2023). All eight roles are connected to and should support sustainable tourism.

Figure 21.2 Roles of sustainable urban tourism destination management. (Photo: Courtesy, Microsoft 365)

Stakeholder engagement and participation is crucial for sustainable urban tourism, as confirmed in the foregoing materials. The author recommends that the ADVICE stakeholder model should be used encompassing six stakeholder groups (authority, destination, visitor, industry, community, and environment (Figure 21.3). Urban sustainable tourism initiatives must involve all stakeholders. For example, the DMO in Québec City, Canada, on its website urges visitors to act responsibly and to use tourism companies with a strong commitment to sustainable tourism (Destination Québec cité, 2022).

The ADVICE model emphasises participatory urban sustainable tourism planning in which all stakeholders are involved and have meaningful input. Too often in the past, a top-down planning process has been used in which local authorities and DMOs carefully orchestrate how the plan is prepared with little, if any, input from residents and visitors. Admittedly applying ADVICE is more time-consuming and adds a dimension of difficulty in marrying

diverse viewpoints on tourism, reflecting the many different systems in play. However, such plans have the prospect of greater support and longevity given the enhanced sense of shared ownership.

It also needs to be acknowledged that few cities have developed the operational structures to manage sustainable tourism. Having a plan is just the first step; it also must be successfully implemented. The question becomes, by whom? City DMOs all have marketing units; few have departments dedicated to sustainable tourism planning and management. Without such dedicated, specialised expertise and the specific allocation of responsibility, sustainable urban tourism planning and management is unlikely to be effective.

Figure 21.3 ADVICE stakeholder model for engagement and participation. Adapted from Morrison (2023)

8. Future trends in the planning and management of sustainable urban tourism

Based on the above materials, this chapter's theme can be said to be at an early stage of development. Many cities do not currently have tourism plans and much fewer have dedicated sustainable tourism plans. Expert commentaries, new books, and other sources are exhorting city administrations to be more planful in tourism and to take greater responsibility for its future. The following specific future trends are envisaged:

- More cities will prepare dedicated sustainable tourism plans and strategies.
- Sustainable tourism departments or units will be established within city administration and DMO structures.
- City administrators will increasingly demand greater accountability and transparency with respect to local success in achieving SDG11.
- Urban DMOs will become increasingly professional and more will adopt the complete set of destination management roles.
- Public scrutiny and commentary on city tourism planning and development will intensify.

- Universities and colleges will increasingly introduce destination management and sustainable tourism curricula.

There are multiple catalysts for suggesting these future trends, some internal and others external to tourism. Internally, the tourism workforce is changing and the new, younger entrants place a high value on social responsibility. It can also be said that destination management is becoming more professional and multi-faceted. A variety of organizations are advocating for city DMOs to adopt sustainable development principles (e.g., UNWTO, WTTC, GSTC, PATA, ETC, CityDNA, Destinations International, and the EU).

Externally, city DMOs and their priorities were put under a large microscope when the overtourism concept gained traction. That attention may have dissipated a little with COVID-19; however, it will not go away. Climate change is another external issue that will force cities and their DMOs to be more proactive with sustainable tourism. Diversity, equity, and inclusivity (DEI) concerns are also increasing and especially within cities. These included paying attention to human rights in general and the rights of Indigenous peoples.

9. Conclusion

There is much more to urban tourism than just marketing, branding, and communications and all three pillars of the triple bottom line of sustainability (economic, social-cultural, and environmental) must be considered. More cities need to embed sustainable tourism in their policies, planning, and destination management. The need has been exacerbated in the wake of the destructive effects of the COVID-19 pandemic. This can be viewed as an element of social responsibility, while being hastened by the impacts of external factors (including COVID) and changing visitor and resident expectations for greater responsibility. Sustainable tourism policies and strategies or plans need to be put in place that have had significant inputs from all stakeholders. Effective and insightful planning results from being aware of the success factors and indicators for sustainable urban tourism. The sustainability initiatives need to go beyond just those dealing with environmental issues and extend to social-cultural and economic concerns.

One caveat is offered as the finalisation of this chapter and that is that cities must avoid greenwashing in planning for and communicating about sustainable urban tourism. It is the easiest thing in the world to stick the word sustainable before tourism on a plan or another initiative. However, greenwashing will erode the credibility of tourism and the tourism sector in a community and should be avoided at all costs.

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Table 21.1 Analysis of sustainable city ranking systems

#	Tourism-specific rankings	Cities featured
1	CNN Traveller (10)	Zurich, Bristol (UK), Stockholm, San Francisco, Singapore, Copenhagen, Ljubljana, Montevideo, Vancouver, Vienna
2	Europe's Most Sustainable Destinations (Bounce.com) (3)	Berlin, Stockholm, Zurich
3	TrainingAid (2)	Copenhagen, Suwon (S. Korea)
4	Travel Magazine (8)	Copenhagen, Singapore, Stockholm, Reykjavik, Ljubljana, Helsinki, Vancouver, Vienna
5	WorldAtlas (4)	Ljubljana, Gozo, Girona, Agueda
	General	**Cities**
6	Arcadis (top 10 overall)	Oslo, Stockholm, Tokyo, Copenhagen, Berlin, London, Seattle, Paris, San Francisco, Amsterdam
7	Earth.org (5)	Wellington, Zurich, Copenhagen, Madrid, Canberra
8	Ethos.co (top 10 overall)	London, Copenhagen, Lund, Stockholm, Oslo, Amsterdam, New York City, San Francisco, Singapore, Zurich
9	Schroders (top 10)	Amsterdam, London, Paris, Copenhagen, Oslo, Stockholm, Berlin, Glasgow, Hamburg, Birmingham
10	Sustainable Living Guide (10)	Copenhagen, Zurich, Bristol UK, London, San Francisco, New York City, Paris, Tokyo, Reykjavik, Berlin
11	Sustainability magazine (10)	Canberra, Madrid, Brisbane, Dubai, Copenhagen, Frankfurt, Hamburg, Prague, Abu Dhabi, Zurich
12	World Economic Forum (top 5)	Oslo, Bern, Ljubljana, Berlin, Madrid
13	Access City Award 2022 (1)	Luxembourg
14	European Capital of Smart Tourism 2022 (1)	Valencia
15	European Green Capital 2022 (1)	Grenoble

Table 21.2 Information and data on 11 most frequently ranked sustainable cities

City	#1	#3	#4	#6	#7	#8	#9	#10	#11
Copenhagen	Carbon neutral goal Cycling Eco-consciousness Locally-grown new Nordic food Waste-to-energy power plants	Bicycle-friendly	Carbon-neutral goal Cycling Eco-consciousness Electric bus conversion Waste-to-energy plants Water- and electric-powered boat taxis	4th overall 4th on Planet Pillar 3rd on People Pillar 42nd on Profit Pillar	Carbon-neutral goal Cycling Eco-certified hotels	2nd smart city overall 1st population 600K-3 million	4th overall – 0.74 score	Carbon-neutral goal Electric bus conversion Eco-certified hotels Organic food Recycling vending machines	Carbon-neutral goal Cycling Organic food

City	#1	#2	#4	#6	#8	#9
Stockholm	Eco hotels Bicycling and walking Labelling of product sourcing Recycled materials in buildings Recycling of all household waste	Environmentally-friendly city Fossil-fuel-free by 2040 Greener commuting ways Low air pollution Low carbon footprint Low emissions Sustainable infrastructure	Generating bio-fuel from sewage waste Has most eco-friendly hotels Remove use of fossil fuels by 2040 Reuses wasted heat from large stadium	2nd overall 3rd on Planet Pillar 18th on People Pillar 21st on Profit Pillar	4th smart city overall 2nd population 600K-3 million	6th overall 0.72 score

City	#1	#2	#7	#8	#10	#11
Zurich	Focus on energy efficiency Sustainable building principles Walking and use of public transport	Efficient public transport system Greener commuting ways Lowest light pollution Low carbon footprint	40% of waste recycled 70% of hotels are sustainability certified 80% of energy through renewable sources Biker's haven Focus on education, public transport, waste-reduction goals, and renewable energies Sustainable building principles Sustainable mobility	10th smart city overall 5th population 600K-3 million	40% of waste recycled 70% of hotels sustainability certified 80% of energy from renewable sources Bicycling	Focus on energy efficiency Industry and businesses held accountable for energy efficiency and waste reduction Sustainable building principles Walking and public transport focus

City	#2	#6	#9	#10	#12
Berlin	Greener way of commuting Green energy performance Eco-friendly hotels	5th overall 5th on Planet Pillar 11th on People Pillar 33rd on Profit Pillar	7th overall 0.71 score	30% woodland and green spaces Bicycling and use of public transport	44% urban tree cover

City	#1	#4	#5	#12
Ljubljana	75% parks and green spaces	Landfill waste reduction of	No motor vehicle access to	50% urban tree cover

	230 kms. of cycling routes Free electric taxis River banks reserved for pedestrians	80% since 2008 50% green spaces and parks Cycling routes	center city Impressive ethnic diversity Culinary destination	

City	#6	#8	#9	#10
London	6th overall 6th on Planet Pillar 22nd on People Pillar 23rd on Profit Pillar	1st smart city overall 1st cities population 3 million plus	2nd overall 0.77 score	40% green spaces and parks Diesel-electric hybrid buses

City	#6	#8	#9	#12
Oslo	1st overall 1st Planet Pillar 17th People Pillar 39th Profit Pillar	5th smart city overall 3rd population 600K-3 million	5th overall 0.72 score	72% urban tree cover (1st overall)

City	#6	#8	#9
Amsterdam	10th overall 14th Planet Pillar 10th People Pillar 25th Profit Pillar	6th smart city overall 4th population 600K-3 million	1st overall 0.81 score

City	#7	#11	#12
Madrid	Ban on polluting vehicles Investment in green infrastructure Nitrogen reduction goals Electric buses Bicycle docking stations	Sustainable energy for transport Forest protection	39% urban tree cover

City	#6	#9	#10

Paris	8th overall 2nd Planet Pillar 43rd People Pillar 31st Profit Pillar	3rd overall 0.76 score	9.2% drop in GHG emissions 2004-2014

City	#1	#4	#8
Singapore	Ambitious eco-building program	Asia's most sustainable city Green building program (Green Mark rating system) 85% of all residents will live within 400 meters of a public park	9th smart city overall 4th population 3 million plus

Table 21.3 Success factors and indicators of sustainable urban tourism

Stakeholders	Success factors and indicators
A - Authority	• Climate change targets • Energy conservation • Open government policy – citizen engagement • Provision of parks and other green spaces • Smart city initiatives • Sustainable tourism policy-setting • Sustainable transport and mobility • Pollution and waste reduction
D - Destination	• Destination management • Crisis and disaster planning and management • Ethical and inclusive practices • Stakeholder participation and engagement • Sustainable tourism planning
V - Visitor	• Responsible travel • Environmentally responsible behaviour • Sustainable mobility use (cycling, walking, public transport)
I - Industry	• Energy and waste reduction • Ethical and inclusive practices • Green certification • Organic food use • Staff training on sustainability
C - Community	• Use of public transport • Responsible consumption
E - Environment	• Climate change goals and initiatives • Pollution and waste reduction • Renewable energy sourcing