

# Roadmap for Dalarna as a sustainable destination 2023 - 2030



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## Introduction

### Why a sustainability plan

We see a need to define an action plan - a direction for how the hospitality industry in Dalarna, in collaboration with other stakeholders, can contribute in a more sustainable way:

**More long-term sustainable hospitality companies in Dalarna** from all three aspects – social, economic and environmental – that allow Dalarna to offer welcoming and authentic experiences for generations to come.

**The government's strategy for sustainable tourism and a growing hospitality industry** with the vision "in 2030, Sweden will be the world's most sustainable and attractive travel destination based on innovation".

**Visit Sweden's brand promise for Sweden** "Together towards a more awareness-based travel" in our joint marketing of Dalarna.

**The regional development strategy Dala strategy 2030** "Together for a sustainable Dalarna" in joint collaboration towards a sustainable Dalarna with high potential for development in all parts of the county.

**Dalarna's tourism industry strategy 2030** towards the aim of being perceived as "Northern Europe's leading and most attractive visitor destination offering welcoming and genuine experiences all year round".

**Dalarna's overview plans in all fifteen municipalities** for sustainable development in housing, living, working and visiting.

### Whose responsibility is it?

Everyone's responsibility – companies, visitors, local residents, municipalities, regional operators and the destination company. No single stakeholder can be responsible for a movement towards a sustainable destination. We know that many have already started their sustainability journey, we want to support that journey and encourage more of us to go in the same direction!

As the responsibility lies with many different parties, we cannot guarantee that a visitor to Dalarna will always be met with a sustainable overall experience. If everyone jointly contributes to the movement, however, we can provide the best conditions for a sustainable experience throughout the entire customer journey!

### What does sustainability mean?

Sustainable development of the hospitality industry in Dalarna is about maximizing the positive effects of the hospitality industry while we work long-term to minimize the negative effects.



That our production of experiences does not deplete the resources we have in terms of the environment and cultural history, that it provides long-term profitability and that the tourism industry contributes to sustainable social development throughout Dalarna.

## How did it start?

In 2017, the Tourism Industry Strategy 2030 was drawn up with more than 200 participants from the region, industry and municipality. It was decided that sustainability would be one of three areas of focus that would permeate all activities relating to the work regarding destinations.

Since 2019, Visit Dalarna has been working in accordance with the **Global Sustainable Tourism Council (GSTC)** global methodology to analyse the work on sustainability undertaken by municipalities, companies and other local and regional stakeholders in Dalarna. The GSTC was developed by several UN agencies before Agenda 2030 and is a methodology for measuring a current situation and proposing measures for a move towards a sustainable hospitality industry.

Until 2022, the work has included GAP analyses of nine of Dalarna's 15 municipalities and approximately 40 of the hospitality companies in Dalarna, as well as an increase in knowledge and sustainable movement internally within Visit Dalarna.

In 2022, Visit Dalarna also carried out two materiality analyses, i.e. mapped the most important sustainability issues in order to be able to direct resources where they can lead to the greatest potential shift. An analysis was carried out with the board of Visit Dalarna, which represents tourism companies and municipalities in Dalarna. A further analysis has been carried out with employees at Visit Dalarna to highlight the areas where we can contribute to the greatest shift towards a sustainable destination.

At the same time, Visit Dalarna has collected survey responses in 9 out of 15 municipalities about what the companies within the tourism industry think about the work on sustainability undertaken in the home municipality and about Visit Dalarna's work. As a basis, a total of 105 responses have been collected. In the spring of 2022, in-depth customer interviews were also conducted with 30 hospitality companies where questions about materiality linked to sustainability were raised.

The roadmap has been based on a combination of national and regional strategy documents and the results of municipal analyses.

## Prioritisation

We have defined three areas where we see that the hospitality industry in Dalarna and its stakeholders can make the greatest progress towards a more sustainable destination.

This means that we work with and look at all three aspects – social, economic and environmental – how we can enhance the values that the hospitality industry can contribute, while trying to reduce the resources needed to create values.



## Smaller footprint, greater impression

We all need to take responsibility for reducing the climate-impacting emissions caused by the tourism industry, while continuing to offer memorable experiences in Dalarna. Visitors' journeys to and from as well as within Dalarna are what currently have the greatest climate impact, and here several stakeholders can make efforts in the short and long term based on their own ability to influence.



Current position to desired position

## Mindre avtryck, större intryck

	Nuläge 2022	Önskat läge 2030
<b>1. Medvetna transportval</b>	31 % av växthusutsläpp i Dalarna kommer från transport.	Halvera klimatavtryck från besökarnas resor.
<b>2. Lätt att göra rätt</b>	Klimatförvirring där 41 % av resenärer inte vet hur de ska hitta ett hållbart alternativ.	Besökarna kan enkelt välja och mäta sitt klimatavtryck.
<b>3. Värna natur &amp; kulturarv</b>	Värdering av natur och kulturturism är bristfällig och låg, med brist på enhetlig metodik och avsaknad av riskanalyser för klimatanpassning och överturism.	Dalarna är Sverigeledande destination för levande och varsamt utvecklade natur- och kulturupplevelser.
<b>4. Hushålla resurser</b>	Marginell klimatpåverkan på el- och energi från besöksnäring. Återvinning, vatten, avlopp kan se utmaningar kring högsäsonger.	Dalarnas destinationer har en välfungerande återvinning, vatten- och elförsörjning även högsäsong.



## What will the shift contribute to?

Primarily, initiatives contribute to environmental sustainability. The tourism industry's contribution to achieving the Dala Strategy's position in 2030 for a Climate Smart Dalarna.

- Dalarna achieves the national energy and climate goals.
- With new techniques and mindsets, Dalarna is a role model in the work for more sustainable mobility.
- Dalarna has improved biological diversity and strengthened preparedness to meet climate change.

Objective for the contribution of the hospitality industry: That the hospitality industry is a strong contributor to Dalarna achieving the national energy and climate goals.

### Koppling till Agenda 2030

Insatserna ska främst bidra till en positiv förflyttning inom dessa globala mål:



## Areas of action - how do we achieve the desired situation?

### **INFORMED TRANSPORT CHOICES**

Travel enables visitors to come to Dalarna. At the same time, we know that visitors' travel accounts for the largest climate footprint in the hospitality industry. We need initiatives that minimise the negative impact of travel while maximizing the effects that travel provides; for the local community, companies and the opportunity for development and innovation in Dalarna.

#### Proposals for action from various stakeholders

**Companies within the hospitality industry** can highlight transport options based on lowest emissions in their communication and offer climate calculations for visitors before travelling, via links to existing calculation methods.

**Visit Dalarna** can continue to select target groups and markets based on emissions, produce statistics and factual information on the hospitality industry for decision makers and represent the hospitality industry in development groups for environmentally conscious transport.

**Regional and/or municipal representatives** can continue to allow the hospitality industry to participate in dialogue in regional and municipal forums for the development and enabling of sustainable travel within, as well as to and from Dalarna which is also based on the needs and conditions of the hospitality industry. Allocate project funds for the development of smart fossil-free transport solutions adapted to the hospitality industry.



Within projects , **research and innovation** can continue to develop support for sustainable travel and infrastructure planning where results could be utilised together with Visit Dalarna, industry and regional or municipal representatives.

In their decision-making, **politicians** can accelerate a sustainable development for transport based on needs within the hospitality industry in Dalarna.

#### Indicators

- Accessible and bookable public transport to and from Dalarna.
- Availability of functioning public transport for the hospitality industry within Dalarna.
- Availability of charging stations that meet demand in Dalarna.

#### Selection of initiated interventions

- Local markets are prioritised when selecting international target groups.
- Networks that look at the conditions for mobile charging solutions.
- Consultation Klimatklivet\*.

*\* Klimatklivet - is an investment support for local climate investments from the Swedish Environmental Protection Agency that makes it possible to invest in fossil-free future technology and green transition.*

#### Proposed activities

2023–2027	Demonstrate needs and challenges within public transport and infrastructure in line with the development of the hospitality industry. Participate actively to influence decision makers regionally and nationally for improvements and development.
2023	Charging infrastructure that meets demand, utilising support systems such as Klimatklivet and collaboration between industry, the public sector and municipalities.
2024	Raise accessible transport options with the lowest climate impact to the forefront of communication..
2026	In line with the development of fossil-free fuels and developed infrastructure only communicate sustainable transport in customer journeys.

#### **EASY TO DO THE RIGHT THING**

Most of us want to do the right thing and choose the best or least harmful, but it can be difficult to find and evaluate sustainable options for both businesses and visitors. We need to help businesses to recognise which actions provide the most benefit for the least effort. And for visitors, we need to communicate sustainable choices in different ways throughout the customer journey.

#### Proposals for action from various stakeholders

**Hospitality companies and associations** can choose to undergo a sustainability analysis and implement recommended measures for a sustainable company, alternatively certify themselves within a sustainability label that covers all three areas of sustainability.



**Visit Dalarna** carries out sustainability analyses or refers to analyses based on GSTC methodology and develops companies' skills in sustainability. Visit Dalarna communicates sustainable companies and guides visitors to more sustainable choices.

**Regional and municipal representatives** are important partners and have important market channels for joint communication efforts in protected natural and cultural areas to guide visitor behaviour.

**The promotion system** can be one of the entities offering sustainability analyses in line with GSTC methodology for tourism businesses as well as exercising supervision of measures.

#### Indicators

- Communication initiatives.
- Page views measuring carbon footprint.
- Number of sustainable businesses according to GSTC methodology.

#### Selection of initiated actions and developed tools

- Sustainability analyses of companies according to GSTC methodology.
- Communication for balanced tourism.

#### Proposed activities

2023	Codes of conduct for visitors - natural and cultural heritage, easy to do the right thing, right of public access.
2023–2025	Sustainability analyses according to GSTC methodology, support and quality assurance of business for more sustainable businesses to choose from for visitors.
2024	Sustainable businesses are prioritised in communication. Climate calculations are made available to visitors. Priority reasons for travel are analysed for sustainability.
2025	Communicate sustainable travel packages where the entire customer journey consists of sustainable companies. Letter of intent for partner companies of Visit Dalarna.

## **PROTECTING NATURE AND CULTURAL HERITAGE**

With more and more people spending time in nature and cultural heritage environments, we need to work on preventative measures to protect, preserve and develop them. Timely efforts to prevent over-tourism and plan for climate adaptation to protect biodiversity should also be accompanied by communication efforts aimed at guiding visitors.

#### Proposals for action from various stakeholders

**Tourism companies and associations** can use this guide to work with conservation and development based on a common framework and proposed measures for development to carefully increase access to cultural environments for more people and enable long-term economic sustainability that safeguards conservation.





**Visit Dalarna** can participate in the development of a regional framework with expertise in tourism. From the framework, a handbook for tourism in cultural environments can be developed for associations and companies, together with a handbook for guiding and interpretation in cultural environments. Visit Dalarna can drive the work on risk analysis and climate change adaptation measures with facts and data from the work of other destinations on climate change adaptation that are already more advanced.

**Regional and municipal representatives** can collaborate for a regional framework for the protection, climate adaptation, interpretation and development of cultural environments. In the climate adaptation plan, the hospitality industry can be given higher priority in order to speed up a comprehensive risk analysis based on tourism and outdoor life, so that the hospitality industry is also aware of and can take proactive measures.

#### Indicators

- Number of preventative actions for climate adaptation and protection.
- Number of occurrences of wear or damage annually.
- Number of hectares of protected natural and cultural environments in Dalarna.

#### Selection of initiated actions and developed tools

- Handbook for sustainable tourism development in world heritage and cultural environments.
- National framework for trail development - service and development of trails in Sweden.
- Interpretation plan Siljan Geopark.
- Project for investment in trails in the countryside of Dalarna.
- Development group for mobile charging infrastructure.

#### Proposed activities

2023	Risk analysis of climate adaptation and visitor pressure on natural and cultural heritage in Dalarna with the County Administrative Board. Cultural heritage handbook as a framework for the development of cultural environments under the direction of the County Administrative Board and Region Dalarna. Handbook of for tourism in cultural heritage. Handbook for tourism on nature trails.
2024	Project application for local traffic and development of trails based on the model of Region Skåne. Action plan for tourism measures from risk analysis. Guide handbook, Guide training and interpretation handbook within cultural heritage.
2025	Business models for guides and nature tourism companies. Partners Visit Dalarna have certification or only hire certified nature, activity and cultural guides. Payment structure for contributing to the preservation of cultural heritage environments and selected trails.



## MANAGING RESOURCES

It is possible to reduce the climate impact of the hospitality industry by focusing on the issue of sustainability and encouraging companies to make efforts to involve staff and visitors, while ensuring the right conditions from municipalities. Using less energy and choosing more sustainable energy are key issues along with reducing food waste and disposable items.

### Proposals for action from various stakeholders

**Hospitality companies and associations** can, through mapping and conversion, see energy efficiency, reduced food waste, new raw materials and products, and circular business models as the way forward for long-term profitability and consumer relevance in the coming years.

**Visit Dalarna** can enable an accelerated pace of energy efficiency, circular transition and the offering of more climate-friendly products by providing information on new research, tools and products for the hospitality industry. Through sustainability analyses of companies, the pace can be further accelerated as it can be difficult to reach companies only via seminars and other knowledge forums.

**Regional and municipal representatives** can continue to offer support to tourism businesses for energy advice and energy mapping in order to contribute to a faster pace of energy efficiency improvements. Via food strategy, disseminate knowledge to local producers, farm shops, restaurants and event organisers about the opportunities this offers. Within Energiintelligent Dalarna\* develop tools for circular business models in several areas for hospitality companies. .

*\*Energiintelligent Dalarna is a network that brings together everyone who wants to join and contribute to the goal of an Energy-intelligent and climate-smart Dalarna 2045. The network is run by two project managers, from Region Dalarna and the Dalarna County Administrative Board.*

### Indicators

- Number of sustainable companies according to GSTC methodology.
- Reduced energy consumption in relation to turnover in the hospitality industry.

### Selection of initiated actions and developed tools

- Sustainability analyses of companies.
- Sustainability analyses of municipalities.

### Proposed activities

2023	Initiatives for energy efficiency in the hospitality industry. Communication on energy management for behavioural change among visitors. Knowledge initiatives on circular economy for hospitality companies.
2024	Initiatives in connection with new rules for waste management for events. Business models that can withstand crises and are based on life cycle analyses regarding the circular economy. Raising awareness of the climate footprint of food and reducing food waste. Communication to visitors about the climate footprint of food for easier choices and food waste for a change in behaviour.



## Sustainable businesses, more local jobs

A sustainable business is a business that works consciously with economic, social and environmental sustainability throughout its operations. The business has undergone a sustainability analysis according to GSTC's criteria and shows a good degree of sustainability or alternatively has a certification, label or standard in sustainability. With more sustainable businesses, we get more decent employers\* and more local jobs.



Current position to desired position



## Hållbara företag, fler lokala jobb

	Nuläge 2022	Önskat läge 2030
<b>1. Lönsamma företag</b>	Fortsatt effekt av pandemi, behov av nulägesanalys efter 2022 – se postpandemi som en nollmätning, jmf pre-pand.	100 % hållbara företag (enligt ViD:s definition*).
<b>2. Kompetensutveckling</b>	Många mikro, små och medelstora företag med marginell tid och pengar för kompetensutveckling. Många olika aktörer som erbjuder stöd vilket gör det svårt att välja rätt.	Professionell och kompetent besöksnäring som leder innovation i Sverige.
<b>3. Locka personal. Fler arbetstillfällen lokalt</b>	Stor brist på kompetent arbetskraft i Dalarna där konkurrensen mellan anläggningar blir osund och hämmar utveckling.	Dalarna är den region man vill bo, leva och verka i.
<b>4. Inkludering och motverka utsatthet/utanförskap</b>	Ej högt prioriterad i företagen idag, behov finns att utbilda och höja frågans relevans hos företagen.	Besöksnäringen tar ansvar för nolltolerans mot diskriminering och människoexploatering.

### What will the shift contribute to?

Primarily, initiatives contribute to economic sustainability. The hospitality industry's contribution to the Dala Strategy's position 2030 on a competitive Dalarna.

- Dalarna's strong business community is a leader in sustainability, which has opened up new export and investment opportunities.
- Dalarna has a developed infrastructure that allows for larger labour market regions and meets the transport needs of industry.
- Dalarna has enhanced the conditions for the county's skills supply through a well-functioning structure for matching, a higher level of education and developed lifelong learning.
- Dalarna has a high level of innovation that meets societal challenges and develops both business and welfare

Strategic objective of the hospitality industry's contribution: The hospitality industry consists of 100% sustainable companies

*\*By decent employers, we mean that they comply with the Work Environment Act and take responsibility for proactive work against ill health, accidents and inequality in the workplace.*

#### Koppling till Agenda 2030

Insatserna ska främst bidra till en positiv förflyttning inom dessa globala mål:





## Areas of action - how do we achieve the desired situation?

### **PROFITABLE COMPANIES**

Dalarna needs more profitable companies with sustainable business models. We need to involve companies and municipalities in various ways in order to create the best possible conditions.

#### Proposals for action from various stakeholders

**Hospitality companies and associations** may need to prioritise their resources for knowledge enhancement initiatives in all areas of sustainability in order to become profitable in the long term, even if it may affect short-term profitability in the short term.

**Visit Dalarna** can offer knowledge-enhancing initiatives in export, pricing and digital development based on the needs and demands of different types of businesses. Develop more measurement methods with analyses to convey qualitative and quantitative key figures for the tourism industry in Dalarna to decision-makers.

**Regional and municipal representatives** can contribute with support and tools for circular business models and life cycle analyses via, e.g. business support. Offer more cross-sectoral innovation activities to enable new services and products that match each other.

**Municipalities** can review and simplify permit processes and procurement policy to enable more local suppliers.

#### Indicators

- Added value of hospitality companies in Dalarna.
- Investments in the hospitality industry.
- Number of companies with a circular business model, in whole or in part.

#### Selection of initiated actions and developed tools

- Sustainability analyses of companies.
- Kurbits training Revenue management.
- Innovation activities digitisation.
- Export maturity training.

#### Proposed activities

2023-2025	Digital skills enhancement for more technical opportunities at hospitality companies.
2023	Develop measurement methods and key figures to demonstrate the value of sustainability.
	Enhancing knowledge for customised pricing and export maturity.
	Enhancing knowledge of governance, resources and budgets for sustainability measures.
2024	Business development within circular business models and life cycle analyses.
2026	Hospitality companies that are prioritised sources of travel to Dalarna will be secured as long-term economically sustainable.



## **SKILLS DEVELOPMENT**

We need a professional and sustainable hospitality industry, but we live in a changing world where conditions can quickly change. There is a major shortage of competent personnel in the hospitality industry and it is therefore important that there are opportunities for skills development and exchange at different levels and arenas.

### Proposals for action from various stakeholders

**If hospitality companies and associations** are made aware of and receive support in applying for the available support, they can utilise support systems more widely than today to kick-start development projects and venture to test new products and services on the market without undue risk.

**Visit Dalarna** can provide a digital platform for learning that is offered to all hospitality companies, which also becomes the entry point for finding other promoters and support systems. Visit Dalarna can also enable more internships within the industry by collecting information from training coordinators.

**Regional and municipal representatives** can bring together all promoters at regional and municipal level for a clearer and broader offering to the industry based on needs and a clear sender per support area.

**Research and education** can see Visit Dalarna as an instrument for bringing together the hospitality industry for collaboration between academia and industry in order to match changing needs and reach more companies with offers of internships.

### Indicators

- Number of hospitality companies participating in skills development via the promotion system.
- Level of education and training in the hospitality sector.
- Number of programmes in Dalarna that meet demand from the hospitality industry.

### Selection of initiated actions and developed tools

- Kurbits training courses.
- Social media training programmes.
- Work-based learning for students.
- Knowledge days and webinars.

### Proposed activities

2023	Visit Academy – digital learning platform for hospitality companies. Guide to the right support within Dalarna's promotion system.
2024	Increase collaboration between training coordinators and hospitality companies. Collaboration for more internships in the hospitality industry.



## **ATTRACTING STAFF AND MORE EMPLOYMENT OPPORTUNITIES LOCALLY**

With long-term sustainable companies and a strong place brand, we can attract people with the right skills to want to stay, work and live in Dalarna. Together with the region and business life in general, we also need to work towards a good business climate.

### Proposals for action from various stakeholders

**Hospitality companies and associations** can, through a sustainability analysis via GSTC or a review of the Working Environment Act, verify whether they have been a decent employer\*. As a good employer, you can take your social work further with collective agreements, offer career steps, develop equal treatment plans or as a one-person company take the time for a holiday. Associations are in many contexts a prerequisite for the hospitality industry and contribute with local non-profit forces. As a strong social hub, through generational activities and knowledge acquisition together with financial instruments, associations can continue their important work.

**Visit Dalarna** can be an instrument for coordinating joint efforts to meet the challenges of skills supply in the hospitality industry together with other stakeholders such as Visita, the Confederation of Swedish Enterprise and others. Together, they can highlight the opportunities that exist with diversity and integration within the hospitality industry and set higher requirements for fair working conditions in order to be recognised as a sustainable company. Visit Dalarna can also contribute to promoting Dalarna as an attractive region not only to visit but also to live and work in by presenting Dalarna in a wider range of contexts including business tourism.

**Regional and municipal representatives** can gather stakeholders for joint activities for skills provision instead of initiatives by sector or via individual companies. There is a need for the provision of skills throughout Dalarna and in most industries; with a joint budget and communication, we can reach further outside Dalarna than we do today.

### Indicators

- Number of employees in the hospitality industry.
- Share of companies with collective agreements.
- Index for business climate in Dalarna's municipalities.
- Proportion of newcomers to Dalarna (attractiveness).

### Selection of initiated actions and developed tools

- Kurbits training revenue management.

*\*By fair employer we mean that they comply with the Work Environment Act and take responsibility for proactive work against ill-health, accidents and inequality in the workplace.*

### Proposed activities

2023 Collaborate on joint activities in Dalarna for the provision of skills in the sector, Visit Dalarna, Region Dalarna and several others.  
Knowledge initiative pricing to increase the possibility of full-time employment.



2024  
industry.

Integration and diversity knowledge initiative to get more people outside the labour market into the hospitality industry.

Accompanying programme that includes opportunities in the hospitality industry.

Initiate and coordinate career fairs.

National conference - Staff accommodation and transport for staff in rural tourist locations.

### **INCLUSION AND TACKLING VULNERABILITY**

If all hospitality companies take their responsibility as employers and work for increased equality and gender equality, then everyone can also contribute to reducing the risk of harassment and exclusion of various groups that may be extra vulnerable in society. Greater inclusion in corporate cultures can increase awareness and reduce the risk of vulnerability in the hospitality industry.

#### Proposals for action from various stakeholders

**Hospitality companies and associations** can choose to raise the challenges that exist within the hospitality industry linked to social sustainability.

**Visit Dalarna** can contribute to raising knowledge about and highlighting the importance of systematic work for increased inclusion and reduced risk of exploitation among hospitality companies. Continued collaboration with Funktionsrät Dalarna (Disability Rights Dalarna) to further develop and contribute to the improvement of the hospitality industry's digital and physical accessibility work. Through training initiatives, highlight the digital development in the hospitality industry for more digital visitor experiences.

**Regional and municipal representatives** can collaborate with **Visit Dalarna** and **research and education** to raise the social challenges that exist today, where areas such as exploitation and harassment are extra challenging for hospitality companies and event organisers.

**Research and education** can work with social sustainability in the hospitality industry to a greater extent during education for increased knowledge and awareness in working life. Research can also contribute with facts about social vulnerability within the hospitality industry that need to be addressed.

#### Indicators

- Distribution of men/women in leadership positions.
- Proportion of digitally mature hospitality companies for increased accessibility.
- Number of accommodation facilities and events that work on preventing vulnerability.

#### Selection of initiated actions and developed tools

- Project Investment in trails for increased accessibility to nature experiences.
- visitdalarna.se extended digital accessibility according to WCAG\*.
- Education Infopoints on accessibility information and physical accessibility.
- Equality analysis in the hospitality industry.





- \*WCAG - Web Content Accessibility Guidelines, guidelines for accessibility adaptation, mean that the websites of authorities and public stakeholders must be designed so that people with disabilities can also use them.

#### Proposed activities

2023	Information initiative for hotel staff about signs of human exploitation at accommodation facilities and events. Create conditions for more digital visitor experiences for increased accessibility. Make Dalarna University's results of projects around social sustainability visible to the industry for increased understanding and efforts.
2024	Increasing knowledge and initiatives within inclusive communication in the hospitality industry. Through education and practice, demonstrate the opportunities and encourage more women to take up leading positions in all parts of the hospitality industry.
2025	Accessibility adaptation of more experiences in nature and culture.



## Development for place and people

The hospitality industry is an important key industry and driving force for community development. When we recognise the various conditions and potential of places, and encourage the local population and local businesses to participate, we create the conditions for a shared sense of pride in the place, which can help to raise the status of the hospitality industry and encourage more people to want to live and work in Dalarna.



Current position to desired position

## Utveckling för plats och människa

	Nuläge 2022	Önskat läge 2030
<b>1. Nya säsonger</b>	Varierar geografiskt och i kapacitetsnyttjande, med högt tryck på vissa perioder och områden, men som annars inte nyttjas.	Säsongvariation genom bättre kapacitetsnyttjande. Fler åretruntföretag.
<b>2. Bidra till samhällsutveckling</b>	Besöksnäring behöver få större utrymme i samhällsutvecklingsfrågor lokalt, i Dalarna och nationellt.	Besöksnäring som möjliggörare för välmående bygder för boende och lokala entreprenörer (och besökare).
<b>3. Lokalt engagemang</b>	Är varierande och har olika utmaningar i respektive kommun. Behov av kartläggning av aktuella frågor.	Lokalbor och lokala entreprenörer bär värdskapet.



## What will the shift contribute to?

Primarily, initiatives contribute to social sustainability. Primarily, initiatives contribute to social sustainability. The tourism industry's contribution to the Dalarna Strategy's position 2030 on a cohesive Dalarna.

- Dalarna has diversified forms of housing that counteract segregation and polarisation.
- Dalarna has attractive living environments and basic services in all parts of the county. Dalarna is characterised by strong and inclusive community involvement.
- In Dalarna, people feel participation and trust in the democratic system.
- Equal living conditions and good health allow all people in Dalarna the opportunity to develop.

Objective for the contribution of the hospitality industry:

Seasonal variations have been reduced by - 15% from 2023 to 2030\*.

*\* In 2019, Dalarna had an average capacity utilisation of 30% for the whole year in comparison with Sweden's total of 41% (occupied beds in relation to available beds for hotels, holiday villages and hostels). In November, the lowest capacity utilisation was measured at 15.9% and the highest was measured in February at 52.6%. The variation is then a seasonal difference of 36.7%, which can be reduced without lowering the highest level in February.*

### Koppling till Agenda 2030

Insatserna ska främst bidra till en positiv förflyttning inom dessa globala mål:



## Areas of action - how do we achieve the desired situation?

### **NEW SEASONS**

In Dalarna, we have assets that make us an attractive year-round destination, which gives us a major competitive advantage. Nevertheless, many beds remain unutilised and we need to find new seasons by creating attractive deals and encouraging visitors to stay longer. To do so we also need to ensure that competent staff are available all year round.

### Proposals for action from various stakeholders

**Hospitality companies and associations** can see the possibility of expanding cooperation across municipal boundaries and activities for broader and more attractive offerings. Also explore the



possibility of the journey as part of the experience for increased stopover time and more climate-friendly transport.

**Visit Dalarna** can bring together the hospitality industry and regional representatives for transport for proactive planning of seasonal activities where offers, communication and conditions from different stakeholders need to be synchronised. Continue to offer the hospitality industry training in revenue management to be able to control pricing based on demand and also based on the target groups we want to attract to Dalarna.

**Regional and municipal representatives** can collaborate more closely across municipal boundaries for proactive event planning and seasonal expansion for seamless transport, experience and hosting at the final destination as well as during the journey there and back.

#### Indicators

- Capacity utilisation season and area.
- Number of full-time employees.
- Length of stay for overnight stays.
- Selection of initiatives initiated and tools developed.
- Product development hospitality companies.
- Innovation activities technical conditions.

#### Proposed activities

2023	Inspiration day on the theme of product development and target groups new seasons and increased stopover time. Revenue management skills for seasonal financial management. Campaign workation places in Dalarna spring and autumn.
2024	In line with increased supply in spring/autumn, expand campaign and sales initiatives to visitors. Increase initiatives to collaborate on events, competitions and meetings in spring and autumn. Increase target group work in seasons with lower occupancy, such as group trips. Local promotion for staycation gems spring and autumn.

### **CONTRIBUTE TO COMMUNITY DEVELOPMENT**

The hospitality industry is already an important driver and guarantor of social development. What is good for the hospitality industry is good for the local community and vice versa. This needs to be clarified both in terms of the financial contribution as well as the infrastructural one.

#### Proposals for action from various stakeholders

When converting and developing new services and products, **hospitality companies and associations** can always start from the premise that they should enrich the lives of both visitors and locals and promote the place, not just their own activities.

**Visit Dalarna** can disseminate facts and analyses that show the effects of the tourism industry on living and working, with both quantitative and qualitative effects. Can be a part of the work for



public health as the accessibility of natural and cultural heritage is often made possible by visitor demand and payment. Visit Dalarna can also enable more attractive employers and good jobs through training and requirements for the social sustainability work of tourism companies in order to be called a sustainable company.

**Regional and municipal representatives** can see visitors as a prerequisite for staying, living and working and vice versa more clearly to see that what is attractive to a local resident is attractive to a visitor. In order to be able to receive visitors in the coming years, there is a need to raise the profile of charging infrastructure, energy supply, sustainable transport and skills development for accelerated development as needed. The region can also promote investments in the hospitality industry for long-term sustainable profitability.

- Indicators
- Tourism related financial turnover.
- Number of overnight stays per inhabitant.
- Business development that drives improved infrastructure in sparsely populated areas.
- SROI\* from the hospitality industry.

*\*social return on investment*

#### Selection of initiated actions and developed tools

- Regional cooperation on the major social issues concerning the tourism industry.
- National framework for trail development that promotes outdoor life.
- Export guide companies for increased international maturity and more international guests.

#### Proposed activities

2023	Development of outdoor activities that contribute to a richer leisure time and increased public health for local residents. Regional collaborations where the hospitality industry drives the development of charging infrastructure. Strengthen the factual basis that demonstrates the positive values of the tourism industry for local communities. Increase accessibility to culture for both local residents and visitors.
2024	Fact-based data that visualises the hospitality industry's contribution to staying, working, living. Knowledge-raising effort in the hospitality industry about employer responsibility and equal treatment for more fair employers in Dalarna and an improved business climate. Promote investment in Dalarna's hospitality industry for long-term sustainable growth. Increase accessibility to services for residents, businesses and visitors through collaboration.



## LOCAL COMMITMENT

The local involvement of both the region, municipalities, companies and the local population is a prerequisite for a viable hospitality industry. To achieve this, various efforts are needed to encourage participation.

### Proposals for action from various stakeholders

**Tourism companies and associations** can continue to invite local residents to their operations. If you have experienced something, you can also become a good ambassador for it. This can be done, for example, via a pre-season trial, which can provide an opportunity to test a new product before the main season, or via local co-operation as a customer offer for companies in another industry.

**Visit Dalarna**, in collaboration with the municipalities, can raise the question of the experience of the hospitality industry in existing surveys and contribute with data and cooperation for wider mailings about the effects of the tourism industry and local residents' experience of these in various places where there is a need. In the follow-up, see which areas may need to be addressed to attract more local ambassadors. In communication initiatives, also turn to local residents, and then elevate local residents to a higher level in the communication where hosting is not tied to a location but is available at Infopoints and out on the street or in chat.

Through their communication, **regional and municipal representatives** can contribute to strengthening the residents' pride in being part of Dalarna by spreading positive news and facts about the hospitality industry, inviting dialogue about the hospitality industry and the development of culture, nature and outdoor life, and promoting Dala ambassadors in the various municipalities that contribute to the development of the place.

### Indicators

- Citizen survey on perception of tourism.
- Proportion of local employees in the hospitality industry.
- Tourism perspective in the municipalities' planning work.

### Selection of initiated actions and developed tools

- Sustainability analyses of municipalities.

### Proposed activities





2023	Cooperation between the municipality and Visit Dalarna in information to citizens about the effects of the hospitality industry annually. In citizen surveys in municipalities, include questions about the hospitality industry.
2024	A Dala day for the citizens to showcase the hospitality industry and increase local hospitality. Initiate more local collaborations to highlight local profiles, businesses and crafts.
2025	Moving hosting from a physical location to all local residents.










## Summary of the main driving forces and challenges for achieving objectives

- Public transport that is currently developed for commuting and school transport locally should also take into account and consider the possibility of visitors within Dalarna.
- Insufficient access to fossil-free fuels and access to alternative means of transport, to cars that are reliable and bookable for travel to and from Dalarna.
- Skills supply is a challenge not only within the hospitality industry in Dalarna, but for the whole of Dalarna today and in the future. An attractive destination to visit is attractive to stay, live and work in and vice versa. Collaboration as facilitator.
- Raising the status and salary of jobs in the hospitality industry in competition with other industries and raising the level of expertise and opportunities for promotion within the industry.
- An energy supply in balance with a growing tourism industry in the countryside will have to be taken into account, where challenges, which are becoming more and more numerous can be seen in meeting all needs even today,.

## Summary of indicators

Area of intervention	Indicators and possibility of direct or indirect influence for ViD
Informed transport choices 	Available and bookable public transport to and from Dalarna (Indirect)
	Availability of functioning public transport for the hospitality industry within Dalarna (Indirect)
	Availability of charging stations that meet demand in Dalarna (Indirect)
Easy to do the right thing 	Communication initiatives (Direct)
	Page views measuring climate footprint (Direct)
	Number of sustainable companies according to GSTC methodology (Direct)
Protecting nature and cultural heritage 	Number of preventative measures for climate adaptation and protection (Indirect)
	Number of occurrences of wear or damage annually (Indirect)
	Number of hectares of protected natural and cultural environments in Dalarna (Indirect)
Managing resources 	Number of sustainable companies according to GSTC methodology (Direct)
	Reduced energy consumption in relation to turnover in the hospitality industry (Indirect)



Profitable companies 	Value added of hospitality companies in Dalarna (Indirect)
	Investments in the hospitality industry (Indirect)
	Number of companies with a circular business model, in whole or in part (Indirect)
Skills development 	Number of hospitality companies that participate in skills development via the promotion system (Indirect)
	Education level in the hospitality industry (Indirect)
	Number of education programmes in Dalarna that meet demand from the hospitality industry (Indirect)
Attracting staff and more employment opportunities locally 	Number of employees in the hospitality industry (Indirect)
	Number of companies with collective agreements (Indirect)
	Index for business climate in Dalarna's municipalities (Indirect)
	Number of newcomers to Dalarna (attractiveness) (Indirect)
Inclusion and tackling vulnerability 	Distribution of men/women in leadership positions (Indirect)
	Proportion of digitally mature hospitality companies for increased accessibility (Direct)
	Number of housing facilities and events that work proactively against vulnerability (Indirect)
New seasons 	Capacity utilisation season and area (season index) (Indirect)
	Number of full-time employees (Indirect)
	Length of stay for overnight stays (Indirect)
Contribute to community development 	Tourism related financial turnover (Indirect)
	Number of overnight stays per inhabitant (Indirect)
	Business development that drives improved infrastructure in sparsely populated areas (Indirect)
	SROI* from the hospitality industry (Indirect)
Local commitment 	Citizen survey experience of tourism (Indirect)
	Proportion of local employees in the hospitality industry (Indirect)
	Tourism perspective in the municipalities' planning work (Indirect)





## Follow-up

The plan extends to 2030. It should be seen as a living document that is updated annually and in the event of external events that may affect both the need for measures and the availability of new, more significant indicators. Indicators will be monitored annually to ensure that progress is being made in the right direction and that measures have been implemented.

## Key stakeholders and roles

**Visit Dalarna** will be a coordinator for companies and associations in the tourism industry and Dalarna's 15 municipalities to be able to move towards a sustainable destination based on their respective conditions. Visit Dalarna also has a responsibility through communication to facilitate and guide visitors to Dalarna to make sustainable choices. To succeed, Visit Dalarna needs to indirectly influence the public sector to provide companies and associations in the hospitality industry with improved conditions primarily in infrastructure, energy supply, provision of skills and sustainable transport.

**Hospitality companies and associations** can contribute by offering attractive jobs and meeting places with room for learning and entry-level jobs to career opportunities, for both the local population and people far from the labour market. With the right conditions from the public sector, companies and associations can use the money spent by visitors to find the way to long-term financial sustainability by offering and communicating sustainable products and services that attract more sustainability and quality-conscious visitors to Dalarna.

**Regional and municipal representatives** can provide tourism companies with the right conditions to develop their business and the destination in a sustainable way. This can be done by ensuring that infrastructure, energy supply, water supply, waste management and protection of nature and cultural heritage work properly. That, together with dialogue for development and support based on the needs of the hospitality industry, can lead to more long-term sustainable companies.

**Research and education** can contribute with training of new employees who are adapted to the demand of the hospitality industry companies. It can also contribute by analysing the development of tourism destinations, destination marketing, effects of events, the tourism industry as a labour market and issues relating to mobility and sustainable development.

**Other industries** can be facilitators as suppliers of products and services that meet the hospitality industry's needs and demand for sustainable experiences as well as possible collaboration partners for co-creation for visitors and local residents.

In its decision-making, **politics** can accelerate a sustainable transition of transport in Dalarna; for the tourism industry, this is a basic prerequisite for being able to offer more sustainable transport options to and within Dalarna for visitors. It could also contribute to an improved supply of skills with improved commuting throughout Dalarna and provide an opportunity for hospitality companies to develop their business where they do not become dependent on travelling with fossil-fuelled cars.