



**Mapping and Performance Check of the Supply of
Accessible Tourism Services
(220/PP/ENT/PPA/12/6491)**

Case Study 4

Stockholm, Sweden

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European Commission
Enterprise and Industry Directorate General (DG ENTR)

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EXECUTIVE SUMMARY

This case study presents the accessibility work carried out in Stockholm, the capital of Sweden. The case of Stockholm is rather specific in that all accessibility related policy has been made in order to improve the quality of life for local residents and is enshrined in the City Council's daily work.

In the years 1999-2011, improvements in accessibility was carried out through the project "Easy Access". This project targeted mainly improvements in the urban environment, buildings and public spaces through a design for all approach. The driver for this initiative originated at political level based on Swedish ratification of the UN Convention of Rights for People with Disabilities as well on the City's strategic vision for 2030. The overarching goal was to make Stockholm the world's most accessible capital by 2010.

Accessibility has been improved in various ways along the supply chain. Public transportation, public spaces, retail, accommodation and restaurants have all been targeted through either the application of building legislation, but also information campaigns and awareness raising about the economic gains to be made when improving accessibility. Accessibility seem to have been built into many regulations, but also promoted by different industry association such as the Swedish industry association for commerce.

While many improvements have been made and the city is continuously working with further increasing, mainly, physical access the greatest piece missing to turn Stockholm into an accessible destination is the lack of coordinated information and marketing efforts. It appears that no destination management organization or visitor's board actively engage in attracting tourists to the region. This organizational bottleneck is one of the most pressing barriers for tourists wanting to visit the city, but also for businesses who would want to wish to expand on this market. The challenge going forward for Stockholm is to go from a destination with scattered accessible offers and turn this into a holistic tourism product.

1.0 Introduction

This case study focuses on the capital of Sweden, Stockholm, and the work that has been carried out in order to improve the city's accessibility. In contrast to the other cases where accessible tourism has been put forward as good practice examples in this study, Stockholm does not profile itself as an accessible tourism destination. Instead, the drive to increased accessibility is geared towards the benefits of the local population and improvement of quality of life. Despite the improved level of accessibility which has been achieved, little information and marketing have been done to assist the tourism industry to develop and promote an accessible destination.

Looking beyond the inherent weakness of information and marketing, there have been upgrading of the physical infrastructure and urban environment. This is mainly guided by the strategic vision of the City to achieve an inclusive capital for all, but is also founded on International conventions such as the UN Convention of Rights for People with Disabilities. In addition to physical adaptation, considerable efforts have been put into awareness raising on the need for proper reception by people working in the service industry as well towards industry.

The case study suggest that with a strong political will coupled with accessibility awareness there is scope to develop a flourishing accessible tourism destination. However, in line with previous research, it indicates that for a destination to become accessible rather than presenting a scattering of accessible offers while removing obstacles for tourists it is imperative that information is coordinated at a higher level such as through a tourism organisation or DMO.

2.0 Overview and background information

Stockholm is the 10th most visited the destination in Europe and according to official statistics has the 9th strongest growth in number of commercial overnight stays compared to 44 other European cities. Domestic visitors represent two-thirds of these commercial overnight stays, while other tourists come from mainly the Nordic countries, Germany, UK and the US. Stockholm is often considered the natural hub of Scandinavia and attracts visitors with the purpose of both leisure and business. In 2012, the number of overstay increased by 3% and the most positive development was to be found in leisure tourism.

Accessible tourism has not been a strong focus of the city's marketing efforts. However, there has been a considerable emphasis on making the capital increasingly accessible for its inhabitants. The drive to increase accessibility

in the Swedish capital started in the end of the 1990s. In December 1998, the Stockholm City Council decided to improve accessibility in the city to increase the quality of life of the local population. The objective was to remove all barriers in the urban environment and in buildings and venues operated by the City by 2010. The overarching goal was to make Stockholm the “most accessible capital in the world” by the same year.

The driver to increase accessibility around the City originated from political level and could initially be found in the UN Convention on the Rights of People with Disabilities and more specifically in rule 193 stating that “For persons with disabilities of any kind, States should (a)introduce programmes of action to make the physical environment accessible”

In the years, 1999-2010 urban accessibility was improved through a project entitled “Easy access” and 100 million SEK was dedicated each year to improving accessibility. There has been a strong political will to enforce the project, which regardless of political majority in the City Council have continued and supported the project. This has made it possible to work systematically and on a long-term basis to implement different accessibility measures.

As of 2012, the work on accessibility is no longer conducted through the “Easy Access” project, but is instead embedded in the political and the executive functioning of the city. The work on accessibility is nowadays directed through the Participation Programme for People with Disabilities 2011-2016, which sets out priority political goals for persons with disabilities. In 2012, 239.6 million SEK was allocated to accessibility across the municipalities and in 2013 the figure was 254.7 million SEK.

The strategic vision of the City is also to transform Stockholm into an attractive metropolitan city of world class by 2030 – which welcomes everybody. Thus, the basis for the work programme can be found in three political documents:

- UN Convention on the Rights of Persons with Disabilities,
- the Swedish National Action Plan 2011–2015,
- Stockholm’s strategic Vision 2030.

In addition, the importance of accessibility for the city is indicated by presence of a Vice-Mayor in charge of accessibility and a Disability Ombudsman who are specifically responsible for monitoring and promoting issues relating to accessibility. Stockholm was the first City to acquire an ombudsman for disabilities in 2002. It seems that no particular indicators were incorporated into the strategic vision of making Stockholm the world’s most accessible

capital. However, in regards to the other programmes addressing accessibility, there are indicators measuring the quality and sustainability of the different measures. For example, the Participation Programme is monitored via the City's Integrated Management System until 2016. In this vein, monitoring is conducted within the City's regular monitoring system in which all boards and districts report their activities to ensure that the established goals have been attained.

There is also legislation supporting the work on improving the physical aspects of accessibility. In Sweden, legislation exists which aims to remedy "Easily removable obstacles". This regulation states that obstacles in the physical environment that can be easily remedied should be removed. This legislation applies to any facilities where the public has access this includes, besides the built environment, shops, hotels, restaurants and other public buildings such as libraries and museums.

While much efforts have put into improving accessibility for the inhabitants of Stockholm, there are little efforts made in order to attract International visitors to take advantage of improved accessibility. As will become apparent throughout the case study, the major weakness in showcasing Stockholm as a good practice example is the lack of marketing of accessible tourism. In the budget for year 2014, there is as allocation of funds aimed at financing a study on how Stockholm can best be developed as a tourist destination for people with disabilities. This is a question that has been highlighted and promoted by, among others, the Disability Ombudsman.

Currently, it seems that there is no particular agency with the role of promoting Stockholm as an accessible destination. The Stockholm Visitor Board is the official tourism promotion agency of Stockholm with the aim to increase international tourism and promote Stockholm as a destination for corporate meetings, incentive travel, congresses and events. Stockholm Visitor Board is owned by Stockholm Business Region, a company wholly owned by the City of Stockholm. However, it is not within the present scope of the Visitor Board to market the city as accessible.

3.0 The integration of the supply chain

A key feature of the case of Stockholm is the strong commitment and drive for accessibility that comes from above – at a political level. This seemed to have had a positive effect on the upstreams and downstreams elements of the supply chain. However, the major weakness is the lack of drive to capitalise on the investments made in regards to the improvements along the supply chain to the benefit of the tourism industry. As mentioned above, this may

potentially change in the future as an allocation within the 2014 budget has been set aside to investigate how Stockholm can be developed as an accessible destination.

Information

As mentioned above, there is a clear lack of information regarding accessible tourist services for visitors, in particular for international visitors. Thus, in the case of Stockholm there seem to be a considerable bottleneck in the first step in the visitor journey. As previous research in the German context has pointed out, around 70% of people with disabilities find that the organisation of the holiday including the availability of information, is of great importance in their decision-making process and the choice of destination¹.

Nevertheless, there are information to be found on accessible provisions within the city. The City of Stockholm is running an accessibility database where information regarding accessible hotels, museums, attraction and restaurants can be found. However, this seem to be little marketed towards outside visitors.

In addition, Stockholm Business Region has produced an Accessibility Guide where a selection of attractions and their respective accessibility are being communicated. The guide can be found in the Stockholm Tourist Center in hardcopy. However, the guide does not seem to be accessible online. Given that online information is one of the widely used information sources for tourists with disabilities, this seem to do little to incentivise travel to Stockholm. However, the website Visit Stockholm does direct visitors to the webpages of the individual attractions where accessibility information can in most instances be found. It is not within the responsibilities of Stockholm Business Region to market accessible tourism in the region².

Physical environment

Improvement of accessibility in the built environment and public spaces has been the cornerstone of the City Council's work and it is here a lot of the major improvements have been made. For example:

¹ Pühretmair, F. and Nussbaum, G. (2011). "Web Design, Assistive Technologies and Accessible Tourism", in Buhalis, D. and Darcy, S (eds), *Accessible Tourism: Concepts and Issues*. Channel View Publications, Bristol.

² Private communication.

- Reconstructed 65% (1.700) of the inner city's and 25% (1.100) of the suburban areas' pedestrian crossings. The pedestrian crossings feature access ramps for persons with disabilities and contrast marking for people with impaired vision.
- Replace 10.600 deep cross-pavement drainage channels with new, shallow, rounded ones, a solution of benefit to all concerned.
- Contrast marked 1.500 stepways on the first and last step to facilitate access by people with impaired vision.
- Supplemented or constructed new railings on stepways and along sloping foot roads.
- Built and rebuilt 38 public toilets that can be used by persons with disabilities or various types of medical disabilities.
- Reconstructed and enhanced a large number of children's playgrounds to ensure that they are accessible to children and parents with disabilities.
- Eliminated differences in levels at entrance doors in conjunction with the renovation of city squares and pavements.
- Enhanced lighting and placed benches along foot roads, pavements and in squares.
- Supplemented uneven surfaces with level stretches and difficult-to-navigate areas with guidance tracks.

Public transportation:

In the participation programme 2011-2016, one key measure regards to public transport. It is argued that public transport should be accessible to everyone regardless of capabilities. Everyone should be able to use public transportation without assistance, this is one of the cornerstones in the programme. As it is seen as a pre-requisite for full inclusion in society.

- Reconstruction of 55% (380) inner city bus stops and 20% (300) of suburban bus stops has been done. The bus stops have gained higher kerbstones and contrast markings.
- By the end of 2012, all buses have low floor, allowing easy boarding and alighting.

- All buses are equipped with an external communication system and automated announcements through both speech and text of the next bus stop in the vehicle to aid those with hearing and vision impairments.
- Tracks have been adjusted in 89 of 100 Metro stations to minimize the gap, vertically and horizontally, between the wagon and platform. All stations was completed in 2013.
- In Stockholm County there are about 2,000 digital signs with traffic information for public transport. The digital information is supplemented by audible information that is helpful for travellers with impaired vision.
- During 2012, 144 manual ramps were installed on trains to cover the gap between the wagon and platform. Train attendants are responsible for extending the ramp. The service is both offered on a pre-ordered basis and spontaneously for travellers in wheelchairs.
- Guidance is a service for all passengers requiring extra assistance in orientating in Stockholm Public Transport (SL) traffic (with the exception of buses). Both pre-ordered and spontaneous guidance is available. SL has opened a priority “channel” for travelers with disabilities. Specially trained personnel at the SL Customer Service unit assist with all matters. The service can be accessed by phone, e-mail or SMS.

Retail, hotels and restaurants

While the City Council do not have any political influence accept in terms of legislation on the physical environment, they do implement awareness raising and information campaigns on the importance of improving accessibility in shops, restaurants and other venues where people with disabilities may visit. A Guide for Better treatment has been published helping companies and officials to understand, receive and greet people with disabilities. This can be downloaded from the Council’s website.

The industry association representing retail have produced information and awareness raising about the potential profitability that catering and making facilities and services accessible to all. Yet again, this has been done with the mind to increase the local clientele of these establishments. However, undoubtedly this would also benefit tourists visiting the city. The association has published a short guide “A shop for all” with quick tips on how to make a shop accessible to all consumers.

In order to inform businesses about how to comply with legislation different industry associations are also providing different information and checklists to show compliance with accessibility laws but also on how to make noticeable improvements.

Summer terraces are a common phenomenon in Stockholm during the summer. In order for a bar or restaurant to put up a terrace outside their premises a police permit is needed to serve food and drink outdoors. The

permit is conditional upon ensuring physical accessibility in the terrace. However, interview data indicate that there is poor enforcement of this regulation as the police has few resources to ensure compliance.

Cultural attractions and Museums

In 2011, the Cultural Administration (Kulturrådet) set out three objectives in regards to accessibility to be reached in 2016:

- All cultural institutions which receive State subsidies should have an action plan in place by 2013 in order to improve on accessibility.
- All cultural institutions should have remedied easily removable obstacles by 2016.
- All cultural institutions should have accessible websites and e-services.

The Cultural Administration also publishes an Accessibility Guide indicating the accessibility of cultural venues in accordance with four disabilities (motor, vision, hearing and allergy).

There are several examples how museums and other cultural venues has been made increasingly accessibility – not only in relation to the physical environment. For example, in 2002, the Stockholm City Theatre introduced text display as to assist deaf and hard of hearing to enjoy the theatre. The Theatre also introduced a loop for wireless transmission from microphone to hearing aid.

The project “Dignified Entry” was realised between Stockholm City Council, the National Property regulators and EIDD Sweden. It aims to increase accessibility in historically sensitive buildings while taking into account innovative and aesthetic solutions. The guiding principle is that everyone should be able to use the main entrance and not to be referred to any back entrances, but enter a building in a dignified way and under the same conditions as everyone. Four different cultural institutions have taken part in this project.

In the context of the case study, an example that has often been mentioned as a good example of tourist attraction that has been developing accessibility is the Vasa Museum. The Vasa Museum is the most visited museum in the Nordic region with 1.2 million visitors annually. The origins of the accessibility work of the museum can be found in the United Nations Convention on the Rights of the Child, which states that every child has the right to culture. A particular focus was first put on providing accessibility and making the

museum stimulating to children with disabilities due to request from schools. It has been important to cater and make the museum stimulating to all people. This has also been done in project form through the “all on-board” project – with the aim to provide all children with an stimulating and interactive museum experience. In particular, the project helped the museum staff acquire new skills and awareness in regards to accessibility and now all new employees are given a briefing of the importance of properly receiving all visitors, irrespective of needs. Interviewees from the Museum argue that, although not keeping figures from visitors with disabilities, visitors who require access provision have increased in the last years in parallel with the increased accessibility of the museum.

4.0 Provisions for cross-impairments

The guiding vision of Stockholm is to be an inclusive city – accessible to everyone. Thus, a holistic approach was set out in the “Easy Access project” to include all types of disabilities and impairments, although focus was set on the major groups of disabilities including motor, vision, hearing, allergies and learning difficulties. A selection of examples on how the city has worked to improve accessibility for different access needs are summarised below:

- **Pedestrian crossing:** the so-called ‘Stockholm model’ for pedestrian crossing was implemented and improved during the Project “Easy Access” and has also spread outside Sweden. Since 1991, this model has become the standard solution for rebuilding Stockholm’s pedestrian crossings. It involves lowering the part of the kerb to one side of the crossing and marking it with a kerbstone, providing a clear indication to people with vision impairment. For the convenience of wheelchair users, the ramps are positioned opposite each other on each side of the side³. On the pavement, in front of the crossing, there are now tiles painted sharp white, as a signal to people with vision impairment. Rough-surfaced tiles in front of the white ones accentuate the effect, telling stick users that they are approaching a pedestrian crossing.
- **Parks and avenues**
Stockholm, despite being a capital, strives to be very green providing access to parks and avenues to its inhabitants. In the planting of trees effort is put into making the positioning and the choice of tree species as accessible as possible. For example, planning in the planting stage

³ <http://international.stockholm.se/-/News-from-the-City-of-Stockholm/News/Easier-to-get-about-in-Stockholm/>

ensures that the trees do not obstruct access for people with mobility problems or for people with vision impairments. For people with allergies, emphasis is placed on selecting tree types which do not aggravate symptoms. Every district is in charge of its own tree plan which includes species recommendations.

- **Public** **toilettes**
Within the “Easy Access” project, the city improved the information on where to find public toilettes through the brochure “Public Toilettes”. Approximately 80% of the toilettes are adapted for wheelchair users and in addition, many are designed for stoma patients with a shelf for the stoma bag. The brochure contains addresses and opening hours for 223 public toilets in Stockholm.
- **e-Adept**
e-Adept is a digital pedestrian networks which helps people with impaired vision navigate through the city. By means of a mobile phone, a GPS receiver and other navigational equipment, the device can communicate with the City’s local road database in which a digital pedestrian network is stored. The pedestrian network gives the user guidance on the whereabouts of pedestrian crossings, excavation works, steps and other things which people need to be told or warned about along the way.

An important message conveyed from stakeholders involved in accessibility in Stockholm (both private and public), is that adaptations are expensive. Thus, the most advantageous approach is to take accessibility into account from the beginning. In this vein, you also ensure that provisions for accessibility are aesthetically pleasing and that those that have access requirements are not stigmatised by being forced to use different solution, for example, another entrance as highlighted in the project “Dignified Entry”.

5.0 Business approach – building a business case for accessibility

As has been described earlier in the case study, there is currently a lack of drive from the City Council and the Stockholm Visitors board in marketing the capital as an accessible destination. Thus, information is spread across the web in regards to accessibility of the destination – resulting in visitors having to do much own research before and during the trip. In particular, it seems that Stockholm may be a destination with a lot of different accessible offerings with good quality information attached, but can perhaps not be termed an accessible destination – due to the lack of higher organisation of information

directed at tourists. As confirmed by other studies, such as Eichorn et al⁴. changes to the physical environment will not bring any benefits to disabled tourists if the indispensable communication of this information is missing. Businesses themselves have little capacity to ensure a seamless supply chain of accessible services and satisfy the information needs of tourists with access requirements. Thus, the lack of information and coordinated efforts to encourage accessible tourism likely to have a bearing on the attractiveness of Stockholm for tourists with accessibility needs.

The case that has been most frequently mentioned by different stakeholders as a good practice example of a tourism business catering to people with disabilities in Stockholm is the Scandic Hotel chain. Scandic has in the past years profiled themselves as welcoming all guests as an integral part of corporate policy. The Scandic website present customers with thorough information on accessibility, setting an example of best practice for other hotels. In addition, the hotel chain has developed a set of 110 Standards which consist of a checklist encompassing everything the hotels can offer and is to be an integral consideration for all products and services at the hotel. While the chain do not own any of the hotels, but rents them, accessibility is still a part of the core business model. The company states that after a year of taking over a hotel, they tend to notice more booking from private individuals, organisations and businesses⁵.

⁴ Eichhorn, V. and Buhalis, D. (2011). "Accessibility: A Key Objective for the Tourism Industry", in Buhalis, D. and Darcy, S (eds), *Accessible Tourism: Concepts and Issues*. Channel View Publications, Bristol.

⁵ See the case study on Scandic Hotel related to the study "Mapping of Skills and Training Needs to improve Accessible Tourism Services".

Figure 1: Scandic website

English | Svenska | Norsk | Dansk | Suomi | Deutsch | Pycckий | Mobile site

Scandic Friends [JOIN](#) [LOG IN](#)

[Home](#) | [All our hotels](#) | [Weekend packages](#) | [Frequent guest](#) | [Meeting & Conference](#) | [Corporate travel](#) | [Always at Scandic](#)

Start -> [Always at Scandic](#) -> [Special needs](#)

ACCESSIBILITY FOR ALL

[Always at Scandic](#) | [Breakfast & Shop](#) | [Free wifi](#) | [Check out online](#) | [Modern gym](#) | [For the family](#) | [Food and beverage](#) | **Special needs** | [Security when you stay](#)

[Back to Special needs main page](#)

[How it all started](#)

[Smart design solutions](#)

Did you know that

- 70% of all disabilities are invisible
- More than 2.5 million in the Nordic Countries have a disability
- More than 50 million in Europe have a disability

Smart solutions

How does a guest with a hearing disability hear the fire alarm? A vibrating fire alarm clock of course! This is just one of our clever solutions for guest with disabilities.

[Read more about other smart solutions](#)

Tips and advice

Scandic's Accessibility Ambassador Magnus Berglund and his rehab dog Ada have travelled the world extensively, and here share information about the availability of airports, transport and urban areas.

Design for all is good for everyone

Everyone is welcome at Scandic! We understand that every disability is different. The same is also true of our hotels, and we have implemented smart design in our rooms available for people who have a disability. When you choose to stay with Scandic, you should enjoy the same Scandic standards for accessibility. That's why we have implemented and are continuously improving a common accessibility programme that all our hotels use.

[Read more in our accessibility brochure \(pdf\)](#)

List with 110 points - our of which 81 are mandatory

ACCESSIBILITY STANDARD

In consultation with organisations for people with special accessibility needs, our hotel guests, and team members, we have drawn up a checklist of 110 points which we call Scandic's accessibility standard. This standard encompasses everything we offer and is to be an integral consideration for all products and services at the hotel. At Scandic, our hotel staff is delighted to offer inclusive service to make life easier for all guests.

[Printable version of Scandic's accessibility standard \(pdf\)](#)

BOOK A HOTEL

Where do you want to stay?

Arrival date
 Mon 11/11/2013 [edit](#)

No. of nights

Departure date
 Tue 12/11/2013 [edit](#)

How many rooms?

Room 1	Adults	Children
	<input type="text" value="1"/>	<input type="text" value="0"/>
	Age 13+	0-12

Do you have a booking code? [?](#)

Remember my booking code

[SEARCH](#)

[+ BOOK WITH BONUS CHEQUES](#)

[+ BOOK REWARD NIGHTS](#)

[+ CHANGE OR CANCEL](#)

Despite several attempts to interview tourism businesses in the Stockholm region, even those businesses who have won awards or participated in accessibility projects did not agree to an interview. In these cases, the accessibility of the venue, service or facility was not clearly indicated on the website. As argued in the main report of this study, individual businesses cannot themselves ensure a seamless stream of accessible services up-and-downstreams the supply chain. Thus, there is a need for an external organisation to take on the development of an accessible destination while encouraging businesses to improve their accessibility offers. In this vein, there seem to be limited scope for a business case if there is no initiative or driving force from “above” which incentivizes accessible tourism provisions.

6.0 Evidence of impact

Stockholm has been the recipient of numerous awards heralding the importance and progress made on accessibility. These, however, have little to do with accessible tourism from an international perspective.

- In 2009, the City of Stockholm was awarded the prize “Accessible Journey” (Tillgänglig Resa) which is given out jointly by Municipalities and Councils⁶. The prize was instituted in order to highlight progress and disseminate best practices to promote tourism for people with disabilities. The motivation from the jury revolved around the effort Stockholm has done to create a society accessible to all, while creating a model for smaller municipalities to follow⁷.
- In 2011, the capital also came second place in the European City Access Awards by the European Commission. The city was chosen due to its long-term work on accessibility and the inclusive design regarding accessible pedestrian crossings, public toilets and playgrounds.
- Stockholm was also the recipient of an award from the United Nations highlighting the work done to improve accessibility on playgrounds.
- For local businesses, the City Council also gives out the St Julian Prize. The award aims to reward businesses, public sector - and other organisations that have worked to improve the accessibility to the benefit of people with disabilities. The St Julian award is also given yearly to businesses and organisation who have distinguished themselves by adopting universal design measures and made facilities and services more accessible. The prize is meant to motivate businesses and other public institution to increase their thinking on accessibility issues.

All the above prizes show how the City is committed to accessibility, however, this is little related to developing accessible tourism from a destination perspective.

⁶ Sveriges Kommuner och Landsting

⁷ <http://www.stockholm.se/Fristaende-webbplatser/Fackforvaltningssajter/Trafikkontoret/En-stad-for-alla/Du-som-arbetar-med-tillganglighet/Stockholms-stad-vinnare-av-Tillganglig-Resa-2009/>

7.0 Conclusions

This study has closely examined the improvements and projects related to increase accessibility in the Swedish capital. Whereas Stockholm should not be in theory be considered a bad practice example, it cannot be said to be a good practice example of an accessible tourism destination.

There is virtually no marketing or information for international visitors communicating the conditions and improvements that have been made in regards to the physical environment and to the benefit for all types of impairments. This is however, not to say that there is no information on accessibility. Many tourist attractions, accommodation, restaurants and transport services seem to be good at increasing accessibility and in some instances displaying this on their respective websites. Thus, the informational barrier is rather related to the need for a destination management organisation to take on the responsibility to coordinate information and also market Stockholm as an accessible destination. As pointed out in several other studies, information and physical access together with adequate service levels are often the major barriers hampering the use of accessible tourism services by tourists with disabilities. Instead emphasis has been placed on removing physical obstacles as well as awareness raising on how to greet and improve accessibility in shops, accommodation and restaurants. In this vein there seem to exist a scattering of accessible offers, but it still seems impossible to speak about an unbroken value chain as the first step of the visitor journey seem already to be broken. However, the City and the Disability Ombudsman seems to be increasingly aware of the market potential of accessible tourism. As a result there is now an opportunity for the City to investigate further how Stockholm can be developed into an accessible destination.

The case study has shown that the driver for improved accessibility originates largely at political level and is based on the UN Declaration of Rights for People with Disabilities as well as the strategic vision of Stockholm as a world-class city welcoming everybody. Additional drivers which has speeded up and encouraged to work on accessibility are international and EU-level awards such as the Access City – which Stockholm attempted to win. This may not have been the main driver for entering the contest, but nevertheless gave the city a further push and raised the awareness of the need and importance of accessibility.





The challenge going forward for Stockholm is to go from a destination with scattered accessible offers and turn this into a holistic tourism product.

8.0 Recommendations

- As continuously emphasised in this study, informational barriers for tourists should be removed and information should be coordinated at a higher level than businesses themselves to provide. Stockholm is an excellent example of how different innovative solutions have been implemented to the benefit of the local population. However, if these improved conditions and offerings cannot be sufficiently marketed and communicated to those tourists who may be in need of increased accessibility – it is not possible to establish an accessible destination.
- One of the key success factors in this case relates to the political will in the city council to further accessibility. Irrespective of political majority, the project Easy Access was continued and allocated funds for its long-term sustainability. Today accessibility is integrated into regulations, such as permits for establishing summer terraces, as well as the daily governance and the monitoring system of the city. In addition, the importance of accessibility is highlighted in the presence of a Vice-Mayor and Disability Ombudsman actively monitoring issues related to different aspects of accessibility in the City. This is a good model for other cities and regions to follow ensuring that accessibility is not an isolated issue – but instead integrated into many different social and economic aspects of a destination.
- Continuously thinking of accessibility and integrating this into different aspects of organisational operations from the beginning reduces costs. Adaptations tend to be more expensive than implementing accessible solutions from the beginning. This also reduces stigma for those who require different solution to use adaptations such as ramps which are not well-integrated into overall design.
- EU-and International awards such as the EU Access City award seem to have a positive effect on the drive to increase and develop strategies for the improvement of accessibility. Thus, more awards should be dedicated to accessible tourism in order to improve the status and raise the awareness of this market.

Annex I: Criteria and justification for best practices

Table 1: Criteria and justification for best practice

Criteria	Justification	On track/off track
Relevance	There has been very good work on improving accessibility for the local population of Stockholm. In addition, there is a strong political will to make the city more accessible as shown throughout the case study and Stockholm has been the recipient of both International and domestic prizes highlighting improvements in accessibility. However, the lack of coordinated marketing and information efforts make Stockholm a less well-suited example to follow and the city cannot be truly consider an accessible destination.	
Transferability	The basis of the accessibility work come from a political level, the strategic vision of the city as well as the UN Convention on Rights for People with Disabilities. The project work that occurred between 1999-2011 is a good way of encouraging accessible improvements. Today accessibility is integrated into the different branches running the city. This approach can easily be transferred to other Member States. However, while physical barriers have been successfully removed, the same cannot be said for the informational barrier. Thus, there is a great deal of work to be done in removing the informational barrier and the promotion of the capital as an accessible destination.	
Efficient & Effectiveness	The quality and sustainability of the city's accessibility is monitored and incorporated into the Management systems indicators. However, there seem to be fewer	
Sustainability	In order for the destination to capitalise on the improvements made more efforts are needed in terms of marketing. Otherwise businesses will not be able to reap the benefits of the increased accessibility and the market potential of accessible tourism.	

Innovation

There are many innovative solutions that has been developed and designed for those with access needs. The Stockholm Model for pedestrian crossings and the e-Adept solutions are two such examples. Other cities can look closer to what has been done here. Again, these innovative solutions are not prompted by the tourism industry but rather from the public sector. However, undoubtedly any visitor to Stockholm can benefit of these solutions.

