COMMUNITY PARTICIPATION AND DEVELOPMENT COOPERATION IN TOURISM

A Strategic Paper on Brandenburg an der Havel, Germany

Course: M20- Tourism and Local Development Cooperation

Assignment: Option 2

Student Name: _____

Student ID:_____

Institution:_____

Submission Date:_____

Table of Contents

Abstract

1.Introduction

2. Literature Review

3. Methodology

4. Findings: Tourism and Local Development in Brandenburg an der Havel

5. Discussion

6. Recommended Cooperation Framework

7. Conclusion

Reference

Appendices

Abstract

This paper examines how community participation and development cooperation can support sustainable Tourism in Brandenburg an der Havel, a historic city in the German state of Brandenburg. The city combines distinctive water landscape, historic urban quarters, religious and cultural heritage, cycling opportunities and water-sport facilities. These assets create opportunities for local economic development, but they also require coordination among public authorities, tourism businesses, resident, civil-society organizations and visitors. The paper explain local development cooperation, reviews participation and stakeholder-governance literature, and applies this concepts to the destination. It uses a qualitative desk-based case-study method drawing on municipal and tourism-organisation information, official tourism statistics and establish academic and international policy courses. The analysis identifies the Stadtmarketing-und Tourismusgesellschaft Brandenburg an der Havel **(STG)** as an important coordinating and marketing institution, while recognising that destination-wide Cooperation must extend beyond marketing to include planning, environmental management, accessibility, skills and resident well-being. The paper finds that existing institutional cooperation provides a useful foundation: The **STG** of was established by local businesses, city-marketing and tourism associations as a joint instrument for coordination, communication and destination promotion. However, formal organizational cooperation should not automatically be equated with the deep community participation. Residents need meaningful opportunities to influence decisions, not merely receive information after priorities have been set. The paper recommends a permanent local tourism cooperation forum, neighborhoods -level consultation benefit and impact monitoring, stronger links between small businesses and local suppliers, and participatory management of water and heritage assists. These measures can improve social inclusion, local ownership and the long-term residence of tourism. The case demonstrates that successful Tourism development is not simply a matter of increasing visitor numbers; it is a negotiated local development process in which economic, social, cultural and environmental objective must be balanced.

Keywords: community participation, local development cooperation, sustainable Tourism, stakeholder governance, Brandenburg an der Havel

1.introduction

1.1 background and context

Tourism is often presented as a tool for local development because visitors spend money on accommodation, food, transport, cultural, retail and recreation. This

spending can support employment, entrepreneurship and municipal revenues. Tourism can also strengthen the visibility of a place, encourage investment in public spaces and create incentives to conserve historic buildings, landscapes and cultural practices. Nevertheless, these outcomes are not automatic. Tourism can generate seasonal and insecure employment, place pressure on housing and public infrastructure, increase waste and congestion, and distribute benefits unevenly. Weather tourism contributes to local well-begin depends substantially on how it is planned and governed.

The assignment brief identifies community participation and development cooperation as the central themes. It asks for an explanation of local development cooperation in tourism; discussion of the roles of communities, government agencies, **NGOs** and private tourism businesses; assessment of how participatory planning can improve inclusion, cultural preservation and local ownership; and recommendations for sustainable and community-based tourism. This report paper addresses those requirements through a case study of Brandenburg der Havel. Brandenburg an der Havel is a historic city situated on the River Havel in the federal state of Brandenburg. The city's tourism offer is closely connected to water, urban heritage, cultural, cycling and recreation. The municipal tourism portal highlights accommodation, gastronomy, guided tour, cultural activities, cycling, parks, the regatta course and water tourism. It also refers to the development of electric mobility on the water as a tourism-related theme **(Stadt Brandenburg an der Havel,n.d.-a).** Germany Travel similarly presents the city as a destination shaped by water, historic religious buildings, museum and cycling routes **(German National Tourist Board,n.d.).**

1.2 Aim, objectives and research questions

The overall aim is to analyze how community participation and development cooperation can sustainable tourism and local development in Brandenburg an der Havel. The objectives are to**: (a)** explain the concept and principles of local development cooperation; **(b)** identify the main tourism stakeholders and their roles; **(c)** examine how participation can support social inclusion, cultural preservation and local ownership; **(d)** assess opportunities and potential tensions in the city' s tourism context; **(e)** recommend a practical coopration framework.

The paper is guided by for questions: what does local development cooperation mean in a tourism destination? Which stakeholders should participate in tourism decisions in Brandenburg an der Havel, and what do they contribute? How can participatory planning improve social, cultural and economic outcomes? What

cooperation arrangements would support sustainable, community-based tourism over the long term?

1.3 Scope and significance

The topic matters because destination competitiveness and community well-being are interdependent. A destination may attract visitors in the short term but loose public sport if residents feel execluded or if environmental and cultural assets deteriorate. Conversely, when residents can influence decisions and retains a fair a share of tourism value, they are more likely to support tourism and contribute knowledge, services and cultural vitality.

2. Literature Review

2.1 Local development cooperation in tourism

Local development cooperation refers to organized

Collaboration among actors who share responsibilities for improving a place. In tourism, it involves public authorities, businesses, community organizations, residents, cultural institution, environmental group and visitors working together to plan, deliver and monitor Tourism development. Cooperation may include joint destination marketing, infrastructure planning, training, conservation, event organisation, product development, data sharing and conflict resolution.

A local cooperation approach recognises that no single actor controls all the resources needed for sustainable tourism. Municipal government may control public planning and infrastructure; private firms provide services and investment; residents possess local knowledge and experience; **NGOs** contribute specialist expertise and advocacy; and tourists influence demand through their choices and behavior. Cooperation helps connect these resources and reduce fragmented decision-making.

2.2 stakeholder theory and collaboration governance

Stakeholder theory provides a useful foundation for understanding tourism cooperation. Freeman **(1984)** describes stakeholders as group or individuals who can effect for our effected by an organization's objectives. Applied to a destination, the idea extends beyond tourism companies to include residents, workers, public agencies, cultural Institution, environmental interests and visitors. A destination is not 3 single firm: it is a network of actors with different powers, resources and expectations.

Stakeholders do not necessarily have equal influence. Public authorities may hold statutory decision-making powers, larger businesses may have stronger financial

resources, and residents with limited time or organizational capacity may struggle to participate. Collaborative governance there for requires more then inviting everyone to a meeting. It needs accessible information, clear Procedures, representation of less powerful groups, transparent reasons of decisions and mechanisms for accountability .

The **UNEP** and **WTO (2005)** argue that tourism sustainability depends on policy coordination and cooperation across sectors. This is relevant because tourism intersect with transport, and use, water management, nature conservation, culture, employment and public health. A tourism strategy that is developed separately from these policy areas may create contradictions, such as promoting water-based recreation without adequate attention to ecological carrying capacity or safety.

2.3 Community participation: from information to shared power

Community participation can range from one-way communication to meaningful shared decision-making. Aronstein's **(1964)** ladder of citizen participation distinguishes forms of non-participation from token stick consultation and higher levels of partnership, delegated power and citizen control. The central lesson is that the word participation can conceal very different realities. A public meeting does not necessarily give residents influence if the important decisions have already been made.

For tourism planning, participation should therefore be judged by its effect on decisions. Residents should be able to identify problems, propose alternatives, influence priorities, help decision projects and monitor outcomes. The appropriate level of participation may very by issue. For example, residents may be consulted on visitor information and Street design, while a neighborhood group may share responsibility for a community festival or hesitate interpretation project.

2.4 community based and sustainable tourism

Community-based tourism is commonly associated with local involvement in planning and management, opportunities for locally owned enterprises, cultural exchange and a faire distribution of benefits. It does not mean that every tourism activity must be owned by a community organization. Rather, it means that communities have a meaningful role and that tourism contributes to local priorities. **UN** tourism's look on developing local communities through sustainable highlights the value of road maps and practical examples for community-based tourism **(UN Tourism 2024).**

Sustainable tourism aims to balance economic viability, social and cultural well-beige, and environmental protection over the long term. The triple-bottom-line perspective is useful because it prevent successful being measured only through

visitor numbers or revenue. Economic indicators may include local jobs, business survival and local procurement. social indicators may include resident satisfaction, accessibility, working conditions and participation. Environmental indicators may include water quality, waste, biodiversity, energy use and pressure on sensitive sites.

2.5 participation social inclusion and cultural preservation

Participatory learning can improve social inclusion when it deliberately includes people who are often under-represented order resident, young people with disabilities low-income householders, migrants , tourism workers, small operators and residents of neighborhoods outside the main visitor areas. Without such measures, constellation may mainly reflect the views of property owners, establish association of businesses with the time and resources to attend.

Local ownership is both practical and symbolic. Then residents see that projects respond to their priorities and the tourism income supports local services, conservation and businesses, they may feel glitter responsibility for the destination. Then decisions are imposed externally. Residence can increase even if the project appears economically attractive.

3. Methodology

3.1 do you search design

This paper user a qualitative, descriptive and analytical case-study design. A case study is appropriate because the research questions concern relationships among stakeholders in a specific place and the way local context shapes compression. The analysis combines document review, secondary statistics and conceptual interpretation.

3.2 Sources and data collection

The evidence base includes official information published by the City of Brandenburg an der Havel, The stadtmarketing-und tourismusgesellschaft. Brandenburg an der Havel **(STG),** the Amt fur Statistic Berlin-Brandenburg, Germany's National tourism portal, and international policy and academic sources. The municipal tourism base provides information about the destination's visitor offer, including guided tours, cultural activities, cycling, water tourism and electric mobility on the water **(Stadt Brandenburg an der Havel,n.d.-a).** The city's statistical profile reports accommodation capacity, arrivals and overnight stays **(Stadt Brandenburg an der Havel,n.d.-b).**

The **STG** website describes its objectives and tasks, including operation of the tourism information service, tourism marketing, City marketing and coordination with tourism partners and networks **(Stadtmarketing-und tourismusgesellschaft Brandenburg an der Havel [STG],n.d.-a).** Its shareholder information explains that The organisation was founded in July 2007 by the Gewerbevrein Brandenburg e.V., Stadtmanketingverein Brandenburg **an der Havel e. V. as a** shared instrument for cooperation, coordination, communication and unified marketing **(STG,n.d.-b).**

3.3 analytical approach

The material was analysed thematically. First, stakeholders were grouped by sector and their roles were in identified. Second, the evidence was considered against the themes of participation, coordination, local benefits, inclusion, cultural preservation and sustainability. Third, the case was interpreted using stakeholder theory, Arnstein' s participation framework and the sustainable Tourism guidance of **UNEP** and **WTO.** Finally, recommendations were developed to addresses gaps between destination promotion and wider community participation.

3.4 limitations and ethical considerations

4. Findings: tourism and local development in Brandenburg an der Havel

4.1 tourism profile and local assets

Brandenburg an der Havel has a varied tourism offer based on natural, cultural and recreational assets. The municipal tourism portal identifies accommodation, gastronomy, guided experiences on foot, bicycle and by canoe, cultural events, museums, cycling routes, parks, the regatta course and water tourism **(Stadt Brandenburg an der Havel, n. d. – a).** This come combination creates opportunities for different visitor groups, including day visitors, cultural tourists, cyclists, water-sport enthusiasts and people seeking short breaks.

Official municipal statistics provide an indication of the scale of the sector. For 2025, the city reported 48 open accommodation establishment including campsites

1,783 available beds, nine campsites 518 pitches, 99,919 arrivals and 246, 539 overnight stays. The reported average length of stay was 2.5 days **(Stadt Brandenburg an der Havel, n. d.-b).** These figures show that tourism is an established local activity, while the relatively short average stay suggest an opportunity to encourage visitors to explore more attraction and use a wider range of local services.

4.2 Existing Cooperation and the role of the STG

An institutional feature is the **STG.** According to its published objectives, it operates the tourist information service and undertakes tourism marketing, City marketing and destination coordination in consolation with tourism and other 11th partners, networks and cooperation's **(STG, n. d. -a).** This makes it a potential bridge between visitor-facing information, local businesses and the wider city brand.

The **STG's** ownership structure is especially relevant to the assignment topic. The organisation was founded in July 2007 by three associations: the Gewerbenerein Brandenburg **e. V** ., Stadtmarketingvetein Brandenburg **e. V.** and Tourismusverein Brandenburg an der Havel **e. V.** Each holds and equal share, according to the organization's published information **(STG, n. d. -b).** This structure illustrates a formal partnership among business, city marketing and tourism interests. The **STG** describes the organisation as a shared instrument for coordinated communication and unified marketing.

4.3 Stakeholder roles and contribution

4.3.1 Local Government and public agencies

The municipality has responsibilities that shape the conditions in which tourism takes place. These include spatial planning, public-space management, roads and mobility, public facilities, Heritage responsibilities, environment protection, safety and coordination with regional and state authorities. The city also influences the relationship between tourism and other local priorities, such an housing, everyday mobility, recreation and climate adaption.

Public agencies can create enabling condition for local businesses by maintaining accessible infrastructure, providing clear information about permits and standards, and coordinating investment. They can also protect public interests through regulations on noise, waste, water use, traffic, conservation and visitor safety. The challenge is to integrate tourism into general city planning so that visitor needs do not displace residents' needs.

4.3.2 private tourism businesses

Private businesses include accommodation providers, restaurants, cafes, boat and bicycle rental firms, tour operators, event organizers, retailers and cultural service providers. They transform destination assists into visitor experiences and provide many of the direct employment opportunities associated with tourism. Their knowledge of

customer expectations, service quality, seasonality and market trads is valuable for destination planning.

Businesses also have responsibilities. They can recruit and train local workers, purchase goods and services from local suppliers, reduce waste and energy use, provide accessible services, communicate environmental rules and cooperate phone joint visitor information. Small businesses may face limited time and financial resources, so cooperation should reduce burdens rather than create complex reporting requirements. Shared training, group purchasing, joint marketing and simple sustainability tools can make participation more practical.

4.3.3 Residents and neighborhood communities

Residents are not simply part of the destination's image; they are rights-holders and everyday users of local places. They experience tourism through employment, business opportunities, cultural exchange and improved amenities, but also through traffic, noise, crowding, waste and competition for public space. Their knowledge is essential for understanding where visitor routes works well and where they create problems.

4.3.4 NGOs, associations and civil society

Civil-society organizations can represent environmental, cultural, social, sporting and community interests. Their contributions may include conservation expertise, volunteer activities, heritage interpretation, accessibility advocacy, environmental education and monitoring. Associations can also help connect individuals who would otherwise have little influence over municipal or business decisions.

In a water-based destination, environmental organizations can contribute knowledge about habitats, water quality, wildlife disturbance and responsible recreation. Cultural and heritage group can advise on conservation and interpretation. Social organizations can help ensure that tourism opportunities are accessible to people with disabilities, older people and households with limited incomes. These roles are complementary to public authority responsibilities, not replacements for them.

4.3 tourists and visitors

Visitors influence the destination through their spending, travel choices, reviews and behavior. They can support local businesses by choosing locally owned accommodation, restaurants, shops and guided activities. They can also reduce impacts by using public transport or cycling where practical, respecting wildlife and

heritage sites, disposing of waste responsibly and following local rules for water activities.

4.4 Opportunities for community participation

Brandenburg an der Havel has several practical entry points for participation. Water tourism planning can involve residents, boat operators, environmental groups and public authorities in discussions about access, safety, noise, waste and sensitive habitats. Cycling development can involve residents and mobility origination in identifying unsafe crossings, missing links and accessible route options. Cultural programming can involve local artists, Schools, museum, faith communities and heritage associations in deciding which stories are shared with visitors.

4.5 challenges and potential conflict

The first challenge is unequal influence. Organizations with established structures and professional staff may be better positioned to participate then individual residents or small business. A second challenge it's seasonal concentration: visitor activity and employment may peak during warmer months, while infrastructure and maintenance costs continue throughout the years. A third challenge is balancing recreational use of water and green spaces with ecological protection and residents' access.

The can also be conflicts between business growth and environmental limits. More boat traffic may create revenue but increase pressure on waterways. Events can support hospitality business but cause noise or congestion. More visitor accommodation may support employment but may compete with other land uses. These conflicts should be addressed through transparent evidence, agreed standards and negotiated trade-offs rather than through ad hoc decisions.

Another risk is participation fatigue. if residents are repeatedly asked for opinions but receive on explanation of what challenged, trust can decline . Participation should there for be liked to decision points, budget responsibilities and feedback. Public authorities and organizers should report which suggestions were accepted, modified or rejected and explain why.

5. Discussion

5.1 How participation improves social inclusion

The case indicates that community participation should be treated as a governance requirement rather than a public-relations activity. Aronstein's **(1969)** framework is useful for asking whether participation provides influence or only information. A destination may publish tourism plans and in which invite comment, but

deeper participation requires residents to help define the problem, compare options and monitor results.

For Brandenburg an der Havel, inclusive participation would mean more than consulting establish tourism association. It should include residents from different neighborhoods, people with disabilities, young people, older residents, migrant communities, low- income householders, tourism workers and small operators. Practical measures include meetings at different times, plain- language summaries, accessible Venus, online and offline channels, translation where needed and targeted out reach through trusted community organizations.

5.2 Cultural preservation and local identity

Tourism can help finance conservation and increase appreciation of local heritage. However, heritage is not only a resource for economic development; it is also a living part of community identity. Local residents, cultural institutions and heritage groups should help determine how buildings, religious traditions, stories and events are interpreted. This can produce the risk of inaccurate narratives or the presentation of local cultural only in ways that appeal to visitors.

5.3 local ownership and distribution of benefits

Local ownership is strengthened when resident and local originations have a role in shaping tourism products and when a fair share of spending remains in the local economy. Local procurement is on practical mechanism. Hotel and restaurants can source food crafts, maintenance and professional services from local suppliers wear feasible. Tourism operators can collaborate with independent guides, artists and community groups. The municipality can make information about local suppliers more accessible and encourage procurement practices that support small firms.

The distribution of benefits should be monitored rather than assumed. Visitor numbers and overnight Stays do not reveal who receives the income, weather jobs are secure or weather residence experience higher costs. A local tourism dashboard could therefore include local employment, wages and environmental indicators. Such data would allow stakeholders to assess whether tourism is contributing to broad-based local development.

5.4 Cooperation across sectors and scales

The **STG's** partnership structure demonstrates a formal mechanism for coordination among business, city-marketing and tourism association **(STG's n. d.-b).** Its role in tourism information and marketing also offers a platform for connecting

providers and visitors **(STG, n. d. -a).** The next step is to ensure that cooperation connects with municipal planning, environmental management cultural institutions and neighborhood participation.

5.5 Balancing economic social and environment objectives

The official tourism profile shows a functioning sector, with 99,919 arrivals and 246, 539 overnight stays reported for 2025 **(Stadt Brandenburg an der Havel, n. d.-b).** These figures are useful baseline indicators, but they are not sufficient measures of success. A strategy focused only on increasing overnight stays may overlook resident satisfaction, environmental quality or the quality of employment.

5.6 Critical assessment

The main strength of the destination‘s existing cooperation landscape is the presence of an established Tourism organisation with a multi-association ownership structure and a stated coordinating role. This creates and institutional basis for joint promotion and communication. A second strength is the diversity of the city‘s tourism assets, which can support partnerships cross cultural, nature, sports, hospitality and mobility.

The main limitation in the publicly available evidence is that it does not demonstrate the extent to which ordinary residents participate in tourism decisions or how participation affects final decisions. Nor does the evidence reviewed provide a detailed distributional analysis of tourism benefits and costs. This is not proof that participation is absent; it is a gap in the evidence available for this desk-based study. A future assessment should examine meeting reports, participation processes, residence surveys, local procurement data and environmental monitoring.

Overall, the case suggests that destination coordination and community participation should be linked but not confused. Marketing partnership s are important, yet De cannot alone deliver social inclusion or local ownership. A stronger model combines the **STG,s** coordination capacity with transparent public decision-making, representative community forums and measurable sustainability commitment.

6. Recommended Cooperation Framework

6.1 Establish a Local Tourism Cooperation Forum

The city should consider establishing or formalizing a Local Tourism Cooperation Forum that meets at least three times each year. It should bring together municipal departments, the **STG,** tourism businesses resident representatives, environmental and cultural organizations, accessibility advocates , education providers and relevant

regional partners. Membership should be transparent, rotating community seats so that participation does not become limited to the same established organizations.

6.2 Use neighborhood-level participation

A city-wide forum may be too distant from the everyday experience of residents. Neighborhood workshops should therefore be organized when projects effect particular streets, waterfront, parks or cultural spaces. These workshops should take place early enough for alternatives to remain open. Resident should be able to identify positive and negative affects, propose design changes and help define indicators for evaluating the project.

6.3 Develop a community benefit and local procurement plan

The municipality, **STG** and business associations should develop a voluntary but measurable community benefit plan. It could encourage businesses to recruit locally, provide training placements, buy from local suppliers, offer accessible services and corporate with community organizations. The plan should avoid unrealistic requirements for micro-businesses; instead, it should offer practical support such as supplier directories, training, templates and recognition for good practice.

A local tourism supplier network could connect accommodation providers and restaurants with local producers, craftspeople, cultural organizations, guided and maintenance firms. The aim would be to increase local economic retention and help smaller enterprises access tourism markets. Annual reporting could show the number of participating businesses, training opportunities and examples of local collaboration.

6.4 Create a sustainable water and heritage management partnership

Given the city ‘s water-based tourism profile, a dedicated working group should coordinate recreational use, environmental protection, safety and visitor information. It should include relevant public agencies, water-sport operators, environmental organizations, residents and tourism representatives. Priorities good include waste prevention, clear navigation and safety information, protection of sensitive habitats , responsible mooring and visitor education.

6.5 Adopt a shared monitoring framework

Cooperation requires evidence that it understandable to all partners. The city should public a concise annual tourism and community report with indicator grouped into for dimensions:

- Economic: arrivals and overnight stays, length of stay, tourism-related employment, training, local procurement and small- business participation.
- Social: resident satisfaction, accessibility of attractions and transport, participation rates, distribution of projects across neighborhoods and reported visitor-related pressures.
- Cultural: condition of heritage assets, participation of local cultural organizations, community feedback on interpretation and support for local events.
- Environmental: water and habitat indicators where available, waste levels at visitor sites, sustainable mobility use, energy measures and incidents affecting sensitive areas.

Targets should be agreed after a baseline assessment rather than invented in advance. Data should be disaggregated where possible without compromising privacy. The report should explain trends, limitations and corrective actions. Monitoring should be used for learning and improvement, not simple promotion.

6.6 Build skills and strengthen communication

Small businesses, community groups and volunteers may need support to two participate effectively . Training could over digital marketing, accessible Customer service, sustainable operations, heritage interpretation, visitor safety, conflict resolution and funding applications. The **STG** and local education providers could coordinate workshops with business associations and specialist organizations.

Communication should be continuous and two-way. A shared online information space could provide project updates, meeting dates, consolation opportunities, tourism data and practical guidance for businesses and visitors. Offline channels should remain available for residents who do not use digital platforms. Clear communication can reduce rum ours and make it easier for stakeholders to understand how decisions are made.

6.7 Suggested implementation phases

Responsibilities should be allocated clearly. The municipality should lead public accountability and connect tourism with learning and infrastructure. The **STG** should support destination coordination, business communication and visitor information. Businesses should contribute operational, knowledge and implement agreed good practices. **NGOs** and community organizations should provide expertise and represent diverse interest. Residents should have a accessible opportunities to shape priorities, will visitors should be informed about responsible behaviour.

6.8 managing risks in the cooperation framework

It is important to avoid creating another committee without authority or follow-through. Each recommendation should have a named lead organisation, a realistic timeline and a status update. Where a proposal cannot be implemented, the responsible origination should explain the legal, or environmental reason. This approach can build trust and make participation meaningful .

7. Conclusion

Community participation and development corporation essential to sustainable tourism because tourism effects many dimensions of local life and cannot be managed effectively by one g
organisation alone. The case of Brandenburg an der Havel illustrates the importance of connecting public planning, tourism businesses, residents, civil society and visitors around shared objectives.

The city has a varied tourism offer based on water, historic heritage, cultural, cycling and recreation. Official municipal data reported 99,919 arrivals and 246,539 overnight stays in 2025, while the **STG** provides a formal, platform for tourism information, marketing and coordination. Its foundation by business, city-marketing and tourism associations demonstrates an established form of partnership. This arrangements provide a useful starting point for wider cooperation.

However, coordination among tourism organisation it's not the same as inclusive community participation. Residents need opportunities to influence decisions that affect neighborhoods, public spaces, cultural representation and natural resources. Participation should be early, accessible, representative and connected to visible outcomes. Arnstein's framework reminds planners to distinguish meaningful influence from token consultation, while sustainable tourism guidance emphasises cooperation across public, private and civil- society sectors.

The paper recommends a Local Tourism Cooperation Forum, neighborhood-level participation, a community benefit and local procurement plan, dedicated water and heritage partnerships, shared monitoring and practical skills development. These measures would help distribute benefits more fairly, protect cultural and natural assets and improve trust among stakeholders. Ultimately, Brandenburg an der Havel should measure tourism success not only by the number of visitors but also buy the extent to which tourism supports local livelihoods, resident well-being, cultural continuity and environmental quality. A participatory and cooperative approach offers the strongest bases for achieving these goals over the long term.

References

Arnstein, **S.R. (1969).** A ladder of citizen participation: Journal of the American Institute of Planners, **35 (4), 216-224.** https://doi.org/10.1080/01944366908977225

Freeman, R.E. **(1984). Strategic management: A stakeholders approach. Pitman.**

German National Tourist Board. (n. d .) Brandenburg: A beautiful, one-of-a-kind water world.

Germany Travel. https://www.germany.travel/en/cities-culture/brandenburg.html

Pretty, j. N. (1995). Participatory learning for sustainable agriculture. World Development, 23 (8),

1247-1263. https://doi.org/10.1016/0305-750X **(95)00046-F**

Stadt Brandenburg an der Havel.(n. d.-a). Tourisms. https://www.stadt-brandeburg.de/stadt/tourism

Stadt Brandenburg an der Havel. (n. d.-b). Die Stadt in Zahlen. https://www.stadt-brandenburg.de/stadt/stadtportrait/die-stadt-in-zahlen

Stadtmarketing-und tourismusgesellschaft Brandenburg an der Havel. (n.d.-a).

Unternehmensziele und Aufgaben der STG. https://stg-brb.info/unternehmensziele-und-aufgaben

Stadtmarketing-und Tourismusgesellschaft Brandenburg an der Havel.(n.d.-b) Gesellschafter der STG. https://stg-brb.info/gesellschafter

United Nations Environment Programme,& World Tourism organization.(2005). Making tourism more sustainable: A guide for policy makers. UNEP. https://wedocs.unep.org/handle /20.500.11822/8741

UN Tourism. (2024). Developing local communities through sustainable tourism development https://www**.untourism.int/International-development cooperation/developing-local communities-through-sustainable-tourism-development**

Appendix A: Stakeholder summary

Stakeholder	Main contribution	Participation priority
Municipality and public agencies	Planning, infrastructure, regulation public services and accountability	Integrate tourism into city planning and publish decisions and monitoring
STG and destination partners	Tourist information, marketing, coordination and business networking	Connect destination promotion with community feedback and sustainability
Private tourism businesses	Accommodation, food, activities, jobs, investment and visitor services	Local requirement, procurement, accessibility and environmental practice
Residents and neighborhood groups	Local knowledge, culture, everyday, experience and social legitimacy	Early influence on projects, public spaces and local benefit priorities
NGOs and associations	Environmental, cultural, social and accountability expertise	Independent advice, representation and impact monitoring
Visitors	Demand, spending, feedback and behavior	Clear information and responsible visitor choices

Appendix B: Proposed monitoring indicators

- Resident satisfaction with tourism and opportunities to participate.
- Number and diversity of residents and organizations taking part in consultations.
- Share of participating tourism businesses using local suppliers of offering training.
- Tourism-related employment, including seasonality and access to skills development.
- Accessibility of visitor facilities, public transport connections and tourism information.
- Condition of selected Heritage assets and feedback from local cultural originations.
- Environmental observations at priority waterfront and recreational locations.
- Progress against agreed actions, including responsible origination and completion status.