**GSTC In-Person Board Meeting**

**June 28, 2011**

**Meeting Minutes**

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| **PARTICIPANTS** |
| **Board Members** | **Staff** |
| Kelly Bricker | Amos Bien |
| Ronald Sanabria | Erika Harms |
| Shannon Stowell | Liza Agudelo |
| Mei Zhang | Janice Lichtenwaldt |
| Herve Houdre |  |
| Fabian Roman |  |
| Luigi Cabrini |  |
| Seleni Matus |  |
| Charles Arden-Clarke | **Observers** |
| Jamie Sweeting  | Richard Bradley |
| Leilani Latimer | Cathy Parsons |
| Jane Ashton | Gary Leopold |
| Dave Burton, for Rick Parnell | **Absent** |
| **On Skype:** | Herbert Hamele – periods of time |
| Anna Spenceley | Rick Parnell |
| Herbert Hamele – periods of time |  |
| Steve Noakes – periods of time |  |

The meeting reconvened at 08:30 at the Barcelona Activa facilities.

1. **International Standards Setting –** Amos Bien and Herve Houdre

The GSTC Technical Director and the Chair of the International Standards Working Group presented an overview of the definitions, advances and accomplishments of the WG as of to date.

1. Definition of GST Criteria
* A set of common guidelines created with the input of experts, groups and companies from around the planet, defining sustainable tourism in a way that is actionable, measurable and credible.
* Setting a minimum standard of sustainability for tourism businesses across the globe.
1. Important caveats
* The criteria represent the minimum, not the maximum that a business (currently hotels and tour operators) should do to approach sustainability.
* The criteria are not performance indicators. To use them, they should be accompanied by indicators.
* The criteria are not a certification standard. They represent the minimum that any standard should contain, but certification standards should go far beyond the criteria and take into account local conditions and industry sectors.
1. Uses of the Criteria
* Serve as basic guidelines for businesses of all sizes to become more sustainable, and help businesses choose sustainable tourism programs that fulfill these global criteria
* Serve as guidance for travel agencies in choosing suppliers and sustainable tourism programs
* Help consumers identify sound sustainable tourism programs and businesses
* Serve as a common denominator for information media to recognize sustainable tourism providers
* Help certification and other voluntary programs ensure that their standards meet a broadly-accepted baseline
* Offer governmental, non-governmental, and private sector programs a starting point for developing sustainable tourism requirements
* Serve as basic guidelines for education and training bodies, such as hotel schools and universities.
1. ISEAL Code of Good Practice
* Transparency: all activities must be documented, a rationale for decisions provided and all documentation visible and easily accessible
* Inclusion: a diverse group of stakeholders must be actively sought and consulted, especially those parties affected by the standard and including disadvantaged groups with hurdles to participation
* Consensus: decisions should be made by consensus
* Confidence: Stakeholder engagement and agreement with the process and the outcome must be trusted.
1. Consensus
* General agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests.

NOTE –“Consensus” should be the result of a process seeking to take into account the views of interested parties, particularly those directly affected, and to reconcile any conflicting arguments. It need not imply unanimity (ISEAL Code of Good Practice v5.0, 2010).

1. Methodology 1
* Two consultants are working on the methodology process. David Brown (Solimar International) provided technical and logistical support including: Consolidating comments received over the past 2 years and presenting the comments received in a comprehensive format that will be presented to the working group
* Peter Krahenbuhl reviewed all comments and proposed revision of criteria supported by Amos Bien
* Ensured that the processes followed by the working group follow International Best Practices-ISEAL Code for Good Practices for Standard Setting. Periodically informed the group of technical aspects involved and provided logistical support throughout the consultation process
1. Methodology 2
* Summary of all comments posted from public and professionals on the website for the past two years, as well as from the TSC
* Accreditation Committee
* Addition of comments from working group
* 10 conference calls from February to June 2011 –minutes were taken and recorded
* Production of new revised criteria
* From 37 to 40 criteria
* Posting on website for 60 days starting July
* Review of new comments –September
* Finalization of criteria –October
* Publication –October/November
* Posting on website for future comments
1. A stakeholder map was presented and the Board was asked to think about other audiences that c/would receive the revised criteria. It should be verified by all Board members that all the stakeholders are listed and that there aren’t any missing. GSTC needs to plan to target everyone following the ISEAL Code of Practice and reach out to disadvantaged stakeholders. The map will be put up on the website on July 15 to start the 2 month comment period. The matrix and the minutes will be published to the website for full transparency. Each criterion has a forward written about it. Once the draft is published the group will start working on the indicators. All comments and questions regarding this section should be directed to Herve
2. Sectors are rapidly changing, resources are changing too. It was posed to the Board whether GSTC lets these opportunities pass or efforts are made work to align them with the GSTC.
3. There needs to be a policy to help align national policies. The GSTC does not go into a country unless someone has reached out and invited the organization to engage. Most of the time this is done with the local stakeholders. Example – India: the member was invited to help create a national process and brought GSTC in. There will be a time that if countries are using the Criteria, the GSTC would have to create a process of review if the organization is not directly involved.
4. There is a need to focus on revenue sources. A fee for services could be charged to countries who want the get criteria adapted
5. Next steps
* What will the committee do after the criteria are refined
* If the GSTC wants to develop overarching criteria with subsectors, it will be difficult to make a decision that a subsector doesn’t need specific criteria.

**Comments:** After the presentation the Board members provided feedback and specific questions for discussion. Most notably, the following suggestions were made:

1. Think about the possibility of providing non-for-profit consulting service: focus on specific sectors that can bring back funding.
2. Make sure the criteria are adopted as widely as possible around the world. To achieve the adoption of that magnitude, the GSTC should think about a national standard or develop a mechanism to make it adaptable to each geography or country. The question is: “should the GSTC go by sector or by geography?” If the discussion revolves around sectors across global borders, eventually when it comes to the adoption stage, the process will still have to nationalize it.
3. Working with different geographies of national government could actually be a revenue generating point. If this path is to be followed, the Board strongly suggests that the organization works under the title of Global Sustainable Tourism Council and stay very focus on tourism; from there, identify strategically which would be other sectors where the GSTC could have the most impact. Additionally, it is also very important to look at biodiversity; it is important to think of choosing strategic geographies to really focus on taking GSTC to those regions.
4. Rationale for spreading to other sectors: tourism industry is not solely hotels and tour operators; transportation, airlines within the tourism industry has an impact and could generate revenue for the GSTC. Due to the critical financial situation of the GSTC in next 12 months, it was suggested to use the transportation as a test case. For this year the focus needs to be on the revenue generation.
5. The Criteria are global criteria and it is important that those countries that adopt the criteria, also adapt it to their national requirements. The role of GSTC is not to create national criteria, but it can support countries developing their national criteria. The GSTC needs to be very clean and careful on how this is presented. Also it is important to formalize items regarding criteria as discussed in the meeting and put that information on the website.

**Recommendations:**

* The technical Director will compile specific information to reply to the Board’s questions regarding the change in criteria. Make some of the criteria overarching and then have subsectors that speak to specific industries.
* WG to reach out to the Global Reporting Initiative (GRI) to hear about their experience and lessons learned. Also, look into FSC/MSC experience
* GSTC to explore ways in which by making the overarching criteria this could be a consultation opportunity for the organization and a potential source of revenue.
* To engage with the transportation group to determine if there is a gap between sectors and identify potential sources of revenue
* The GSTC needs to focus on revenue generation and completing a tool box. This includes examining the destination Pilot because it has a revenue potential.

**Resolution:** The Board agrees that the purpose of the Criteria is to be an overarching solution for the Travel and Tourism industry. The Board agrees that the International Standards Working Group should conclude the work on the current hotel and tour operator criteria. In addition, the Board agrees to review the criteria from their own industry/sector experience to identify gaps between current criteria and an overarching solution. The Board asks the Working Group to contact external groups for learning purposes, review potential revenue opportunities and provide a recommendation to the Board

**Resolution:** Create a communication strategy targeted at large hotel companies. Using case studies illustrate engagement (Melia, Hilton)

1. **Accreditation Presentation –** Cathy Parsons and Amos Bien

The Accreditation Panel Director briefs the Board on various definitions and provides updates on the status of the accreditation process

1. Terms of reference for Accreditation Panel
* The GSTC Accreditation Panel (“the Panel”) will operate the accreditation program under the umbrella of GSTC and will: operate independently of the GSTC Board and executive staff; have at least five members, representing a balance of interests with no single interest predominating, but with understanding of and experience with the principles of sustainable tourism and conformity assessment; not serve as GSTC Board members or employees; however the chair of the Panel may serve as a non-voting member of the GSTC Board.
* Members: are appointed by the GSTC Board and may not work for a sustainable tourism certification program or any other organization with a conflict of interest; must refuse themselves from decisions with the appearance of a conflict of interest.
1. Key Tasks
* Establish requirements for recognizing standards, accrediting conformity assessment bodies, and issuing the status of “Working towards Accreditation” through a formal Accreditation Manual, guidance documents, and other documentation of procedures.
* Determine whether a contractor is qualified to undertake review of a sustainable tourism standard’s conformity with the GSTC standard.
* Determine whether an applicant standard is in conformity with the GSTC Standard and declaring it a “GSTC-Recognized Standard”;
* Determine whether an accreditation body or contractor is competent to accredit a certification body to assess conformity to a “GSTC-Recognized Standard”; and
* Ratify accreditation decisions and award GSTC Accreditation or “Working towards Accreditation” (WTA) status.

**Resolution:** Approve the proposal to accredit certification bodies (conformity assessment bodies - CABs) that use a GSTC-Recognized Standard and that are already accredited by a national or international accreditation body.

1. Article XI- Accreditation Program

**Resolutions:** The Board hereby accepts the following proposed changes to Article XI- Accreditation Program:

* Whereas “conformity assessment” encompasses certification, as well as other forms of evaluating conformity to a standard

***Be it resolved*** *to change the term “certification bodies” to “conformity assessment bodies” throughout the Article XI.*

* Whereas changing the term will permit the recognition of any type of formal sustainable tourism standard, not limited to certification standards,

***Be it resolved*** *to change the term* “certification standard” to “sustainable tourism standard” *throughout the Article XI.*

* Whereas adjusting the text in the article will permit an interim process to be implemented during the 2-3 years that will be required to achieve full accreditation of most conformity assessment bodies,

***Be it resolved*** *to change Section 1, to read “Process. GSTC will recognize sustainable tourism standards for conformity assessment and other uses, and it will accredit conformity assessment bodies through a two-stage process:…Stage 2: A conformity assessment body is accredited by GSTC, its approved contractors, or a GSTC-recognized accreditation body to certify that a business or activity complies with a GSTC-Recognized Standard, upon which it will be awarded ‘GSTC-Accreditation’”.*

***Be it resolved***, a*n interim process, called ‘Working towards Accreditation’ may optionally be awarded by the GSTC during the period 2011-2013.”*

***Be it resolved****, By-laws language needs to be revised to create an article that speaks to GSTC-recognition and another one to speak about accreditation.*

**Comments:** Board members commented that GSTC should not assume that every national accreditation agency will be recognized. Each situation needs to be analyzed before the GSTC can work with an accreditation agency in a specific country.

**Resolution:** Amend in principle the article of accreditation with the advised language. The Board agrees in principle with the direction of this resolution but the final resolution will be decided via written vote.

* Whereas by modifying the text an omission can be corrected on one of the principle activities of the Accreditation Panel,

***Be it resolved****, to permit Section 2 to have a new subsection 1 which will read, “1. Establishing the requirements for recognizing standards, accrediting conformity assessment bodies, and issuing the status of ‘Working Towards Accreditation’ through a formal Accreditation Manual, guidance documents, and other documentation of procedures.”; the following four subsections will be renumbered to read 2-5.*

***Be it resolved*** *to add the text ‘Working towards Accreditation* ***status****” to Section 2, subsection 5 (new numbering), which reads “5. Ratification of accreditation decisions and awarding GSTC Accreditation”*

* Whereas the appeals process, as originally outlined, is far more complex than normal under best international practice, this change will permit a more rapid and agile process for appeals, while avoiding potential conflicts of interest with Board members,

***Be it resolved****, to change the text in Section 6. Appeal of Panel Decisions, to read “The Panel decisions may be appealed to an Appeals Panel appointed by the GSTC Board.”*

**Resolution**: the Board agrees to reopen the process for review of the criteria by the Board, with the working group providing the process utilized to review the criteria with substantive changes. Any suggested revisions by the Board will be submitted to the working group and discussed on a conference call in the next 2 months before posting to the website for consultation.

1. **Market Access Presentation** – Leilani Latimer

The Chair of the Market Access Working Group discussed the goals and status of the WG

1. Objectives – Increase demand for sustainable travel
* Drive collaboration around standards and frameworks in Travel and Tourism
* Reduce confusion about sustainable travel offerings
* Support sustainable travel businesses access to the market
* Bridge the gap between the GSTC standards recognition and Accreditation Process
1. Defining the program:
* A distribution mechanism for the Global Sustainable Tourism Criteria
* Recognition for certification programs and hotels working to implement the GSTC
* A way to harmonize many global certification programs and make sustainable choices easier for travelers
* It is not: Certification program, Accreditation program for certification programs, Scoring System, Distribution channel, Paid service
1. Challenges:
* Resource/Capacity – the group does not have the capacity to recognize standards.

**Comments:**

1. There is no mentioning of recognized standards on the website. The website section of market access needs to be updated.
2. “Marketing access” is not about generating the money. This is about bringing on membership and sponsorship

**Resolution**: The Board agrees that the GSTC will charge $2,000 for non-members and $1,000 for members for standards recognition through the end of 2011. The pricing structure will be reviewed and potentially changed January 1, 2012. The Board also agrees that the submission process for applying for GSTC-recognition will be reviewed and simplified.

1. Market Access Outcomes
* An easy-to-access resource of; Sustainable tourism *certification programs* recognized by the GSTC
* *Sustainable hotels and tour operators* that comply with GSTC-recognized standards
* *I*ncreased awareness for sustainable tourism standards, certification programs & businesses
* Increased demand for sustainable tourism products by travelers
* Increased public outreach opportunities for the GSTC
1. **GSTC Membership –** Shannon Stowell

On behalf of the membership committee, Shannon Stowell presented the most updated membership statistics

1. A large proportion of the revenue from membership dues comes from the few large companies. GSTC has increased their membership base in Asia and Africa due to the efforts of two Board members. The obligations of the Board members were re-emphasized; to be active in driving revenue for GSTC; the organization cannot survive on one or two Board member’s efforts, members need to commit to reach out to others
2. Shannon presented the lesson learned from the ATTA membership system. It is important that members and potential members view joining the GSTC as a return on investment. As the GSTC becomes more successful, more businesses will want to join for competitive reasons.
3. Exposure, education and connection are the strongest ROI that GSTC can offer. Potential members will want to know immediately what benefits they will receive. At ATTA, membership participation and renewal increased dramatically because of direct contact with each member. One person serves 778 members as liaison; GSTC would only require a part-time person to accomplish the same contact with members. It was pointed out that ATTA has shown strong growth in 2008-2010 by implementing these measures, in spite of economic downturn.
4. GSTC members have good stories that could be publicized, and activities bring in new members.
5. Reciprocal membership is not financially viable. It also confuses members about clarity of the GSTC mission. For example, ATTA loses money on membership for micro businesses, but considers this necessary. Membership is the most work, the least financially rewarding, but fundamental.

**Recommendations:**

* GSTC should approach potential members with the combined message that sustainability is good *and* that sustainability improve business.
* GSTC must be able to demonstrate value for those businesses that join. It was recommended that GSTC organize one big event annually; this could provide 40-50% of income.
* GSTC could have sessions in major meetings and congresses. Erika suggested that engagement with regional and local association with the incentive of free membership might be helpful.
* A possible incentive for certification would be for associations to have free membership for 6 months or a one year. It would still be beneficial for GSTC if 25% of those renewed their membership.
1. Erika asks and receives Board consent for participation for Gary Leopold from ISM to observe.
2. Leilani, as representative from Sabre Holdings, a large organization expressed that she would like to ensure that large companies should be able to receive benefits for a certain number of employees, perhaps $300 additional for all employees. It was indicated that this was originally in the By-laws, but was removed. Kelly Bricker indicates that mass membership in TIES does not generate significant income, but is critical to obtaining support and a constituency.
3. ATTA, with 700+ members has brought in significant numbers of new members for GSTC, whereas USTOA or other large associations have thousands of members who could do more to encourage their members to join GSTC. It was indicated that local and regional tour operation associations could be helpful, as they would interested in having access to more expertise in sustainability. However, it is possible not many would want to pay an additional membership fee.
4. The Board was posed with the question: What is the market demand for sustainable tourism? The balance between offer and demand must be clarified. The strongest demand is coming from corporate customers. The example of the European Association, Forum Ander Reisen was given. Forum Anders Reisen has about 100+ small scaled tour operators as members, all committed to sustainable tourism. Around 80 of those tour operators will soon be certified by TourCert for their compliance with "CSR Tourism". Jamie Sweeting indicates that at Royal Caribbean they are purchasers of travel products and would like to have a certain percentage of them having certification by 2015. They want to be part of dialogue defining what sustainable tourism its**.**
5. Multi stakeholder participations and legitimacy with UN are unique differentiators for GSTC. From the Destinations standpoint the advantage of the GSTC membership is the accessibility to tools and the DMO being able to optimize criteria. GSTC is set apart because of its global reach, accessibility to top leaders in the field, and its ability to coordinate and educate about sustainable tourism initiatives.

**Recommendation:**

GSTC should seek greater exposure. It would be more meaningful if GSTC could create and demonstrate a deeper impact in the destination where they operate. An advantage of membership should include members only information on website, application of GSTC to specific destinations and operational ST-EP (UNWTO) process. This could be an important source of revenue. GSTC could gain greater recognition by creating a system of benefits. One example would be greater use of the GSTC logo.

1. Herbert Hamele of Ecotrans presented the FAST-LAIN project in Europe. This project includes the development of a sustainable tourism monitoring/observatory concept for destinations. ECOTRANS develops the frame and the GSTC criteria are included explicitly as an option. This would allow for the further development of the GSTC. Herbert would like to make a proposal of this collaboration with FAST-LAIN and GSTC to the Board in August/September.

**Recommendation:**

There is a concern that working groups are not adequately communicating with each other. It was suggested that Working Group Chairs have a monthly meeting to update each other on ongoing activities.

1. **Sponsorship**

Board members discussed different options for sponsorships for the GSTC. Different aspects of the discussion included:

1. Corporate Sponsorship has proven to be more viable than corporate donations, although this is restricted by not sponsoring organization that receives funds from a competitor.
2. There are large events that require cities that are competing for events to go green and the GSTC could offer services for destinations with side events or training courses. For this year’s Annual Membership meeting in Barcelona, the city’s contribution was put together in 3 months and offered GSTC substantial benefits. GSTC has demonstrated that the organization can accomplish this type of event. This proves that GSTC can approach sponsors and offer opportunities to destinations. There are sponsorship opportunities with organizing events, for example partnerships with American Express and Master Card. It should be made clear that this type of activity requires continuity and a focus on public relations.
3. GPST and GSTC working together is based on a joint document. GPST is interested in working together with GSTC at event planning such as in Brazil with World Cup events. The joint document needs to be distributed. GPST is project-based; some of these projects could be joint projects with GSTC. Erika mentioned a current joint project with GPST for $30,000, this project is reflected in the tools and services budget.
4. GSTC Exposure. The current attachment to the United Nations is very meaningful to GSTC. Board members believe that it would be even more meaningful to each one of them if they take these ties and create deeper impact in the locations where the UN operates.

**Recommendation:**

Create an informal group to work on GSTC events. All Board members will then have to step up as fundraisers. GSTC needs to increase its presence in middle-income countries.

1. **Communications and Communication Committee Activities –** Janice Lichtenwaldt

The Communications Director provided an update on the communications’ strategy and campaign.

1. There is a demand from GSTC members to do consumer outreach and that GSTC does not have the product. Erika says that GSTC does not have intention or budget to reach out directly to consumer.
2. The accreditation seal will be available for use by certification programs. This may not be useful for programs such as Green Globe, but is the major factor for national and smaller certification programs.
3. It was requested that Phase 1 in the presentation be fine-tuned to favor destinations and capture accreditation message. Concern was expressed that the concepts presented vary from previous objectives. It was clarified that these messages were developed by the communications committee. GSTC has leaders in house, as well as the baseline criteria, and we will be able to measure impact of travel and tourism through accredited certification programs.
4. In the presentation, GSTC was referred as the “leading expert” because it is the principle source of expertise and knowledge. There is the possibility that referring to MDG in messaging could be controversial. The message should refer to the partners representing the greatest expertise in sustainable tourism.
5. Janice is working with UNF media outreach group. After the training she will arrange to speak with press. She encouraged Board members to contact her if they would like to join committee.
6. Social media has been used for responding to critics and has opened up discussion. It was asked of the Board that every member submit one article to post on the GSTC social media outlets.
7. Gary Leopold presented the GSTC campaign developed by ISM. He has worked with travel clients for the last 20 years has a staff of 20 people with experience in travel business and marketing. Gary originally started working with Erika in World Heritage Alliance and also coordinated with Richard Edwards as Working Group Chair.

**Recommendations:**

The term “tourism” could potentially alienate business travelers. This could be changed to “travel and tourism”, as UNWTO considers travel to part of tourism. The campaign can be used Business to Business, by magazines, and it could be used to prompt logo recognition. Members can then use the logo with their consumers. There is an opportunity for consumer awareness and tools on the GSTC website. The website now recommends to consumers to ask for GSTC when they travel. For example, as a consumer tool this could be used for cruises to Belize. It could also be related to companies that support the GSTC and used by destinations at trade shows.

1. **Miscellaneous–** Kelly Bricker

The Board Chair wrapped up the meeting by commenting on miscellaneous topics

1. Kelly presented her finding at the national recreating and parks network, TEFI, and BEST education and training meetings. There were over 300 opportunities to facilitate education and training in sustainable tourism.
2. The ATTA-GSTC webinars in early June were very successful
3. While the next quarterly meeting is on July 6th, it may not feasible and the following meeting would be in October according to the By-laws. August 3rd at 9 AM EDT is therefore ratified for the next meeting.
4. GSTC Board and staff should start planning for next year Annual Membership Meeting. Possible locations that were suggested: South Africa and China. The best offer for location and event space will be accepted.

**Recommendation:**

Increase engagement with Universities with GSTC events and activities. There is the possibility that GSCT could provide services to universities. The unique global network of GSTC would provide material for academic case studies. Governments would also value this education. Another recommendation was that all documents and agenda be sent with the invitation for the next Annual Board meeting. Regarding the next Annual Membership Meeting and Board Meeting, an Ad Hoc committee should be established to recommend date and venue.

**Adjourn**

At 17:11 the Chair closed the meeting

***SUMMARY OF RECOMMENDATIONS***

**International Standards Setting**

***Be it recommended:***

* *The technical Director will compile specific information to reply to the Board’s questions regarding the change in criteria. Make some of the criteria overarching and then have subsectors that speak to specific industries.*
* *WG to reach out to the Global Reporting Initiative (GRI) to hear about their experience and lessons learned. Also, look into FSC/MSC experience*
* *GSTC to explore ways in which by making the overarching criteria this could be a consultation opportunity for the organization and a potential source of revenue.*
* *To engage with the transportation group to determine if there is a gap between sectors and identify potential sources of revenue*
* *The GSTC needs to focus on revenue generation and completing a tool box. This includes examining the destination Pilot because it has a revenue potential.*

**GSTC Membership**

***Be it recommended:***

* *GSTC should approach potential members with the combined message that sustainability is good and that sustainability improve business.*
* *GSTC must be able to demonstrate value for those businesses that join. It was recommended that GSTC organize one big event annually; this could provide 40-50% of income.*
* *GSTC could have sessions in major meetings and congresses. Erika suggested that engagement with regional and local association with the incentive of free membership might be helpful.*
* *A possible incentive for certification would be for associations to have free membership for 6 months or a one year. It would still be beneficial for GSTC if 25% of those renewed their membership.*

***Be it recommended:***

*GSTC should seek greater exposure. It would be more meaningful if GSTC could create and demonstrate a deeper impact in the destination where they operate. An advantage of membership should include members only information on website, application of GSTC to specific destinations and operational ST-EP (UNWTO) process. This could be an important source of revenue. GSTC could gain greater recognition by creating a system of benefits. One example would be greater use of the GSTC logo.*

***Be it recommended:***

Working Group Chairs should have a monthly meeting to update each other on ongoing activities.

**Sponsorship**

***Be it recommended:***

*To create an informal group to work on GSTC events. All Board members will then have to step up as fundraisers. GSTC needs to increase its presence in middle-income countries.*

**Communications and Communication Committee Activities**

***Be it recommended:***

* The term “tourism” could be changed to “travel and tourism” to include business travelers.
* The GSTC campaign can be used Business to Business, by magazines, and it could be used to prompt logo recognition. Members can then use the logo with their consumers.
* To exploit the opportunity to increase consumer awareness and tools through the GSTC website. Since the website recommends consumers to ask for GSTC when they travel, it could also be related to companies that support the GSTC and used by destinations at trade shows.

**Miscellaneous**

***Be it recommended:***

* *To increase engagement of Universities with GSTC events and activities and explore the possibility that GSCT could provide services to universities. The unique global network of GSTC would provide material for academic case studies. Governments would also value this education.*
* *All documents and agenda should be sent with the invitation for the next Annual Board meeting.*
* *An* Ad Hoc *committee should be established to recommend date and venue for the next Annual Membership Meeting and Board Meeting*

***SUMMARY OF RESOLUTIONS***

**International Standards Setting**

***Resolution:*** *The Board agrees that the purpose of the Criteria is to be an overarching solution for the Travel and Tourism industry. The Board agrees that the International Standards Working Group should conclude the work on the current hotel and tour operator criteria. In addition, the Board agrees to review the criteria from their own industry/sector experience to identify gaps between current criteria and an overarching solution. The Board asks the Working Group to contact external groups for learning purposes, review potential revenue opportunities and provide a recommendation to the Board*

***Resolution:*** *Create a communication strategy targeted at large hotel companies. Using case studies illustrate engagement (Melia, Hilton)*

**Accreditation**

***Resolution:*** *Approve the proposal to accredit certification bodies (conformity assessment bodies - CABs) that use a GSTC-Recognized Standard and that are already accredited by a national or international accreditation body.*

***Resolutions:*** *The Board hereby accepts the following proposed changes to Article XI- Accreditation Program:*

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***Be it resolved****, By-laws language needs to be revised to create an article that speaks to GSTC-recognition and another one to speak about accreditation.*

**Resolution:** *Amend in principle the article of accreditation with the advised language. The Board agrees in principle with the direction of this resolution but the final resolution will be decided via written vote.*

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**Market Access**

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