Opportunity study of Voluntary Tourism Revenue Reinvestment Schemes

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1. Introduction

This report is an opportunity study of Voluntary Tourism Revenue Reinvestment (VTRR) schemes for the InterReg BioCultural Heritage Tourism (BCHT) project. It reviews different types of Voluntary Tourism Revenue Reinvestment (VTRR) schemes, types of donation mechanisms and their advantages and disadvantages (Section 2). A set of design criteria for creating new VTRR schemes are described (Section 4) with the aim of informing the development of new schemes in the BCHT project.

Voluntary Tourism Revenue Reinvestment (VTRR) is defined by as "the process of visitors choosing to give money (or other help) to assist the conservation or management of places they visit" (The Tourism Company 1998: 3). They comprise methods of supplementing the limited funds available for conservation work, and directly connect the visitor to conservation projects in that area, through a heightened awareness of the landscape and heritage of the destination (DEFRA 2012; Page and Connell 2006). VTRRs involve a complex range of challenges, benefits and dis-benefits (Scott, Christie and Tench 2003), yielding mixed results, depending on the methods used and the level of organisational support provided (TTC International 2004; DEFRA 2012). Financial profitability is a challenge, however schemes also create intangible benefits, such as increased awareness about conservation, greater partnership-working and strengthening of business and community relationships.

We reviewed 50 VTRR schemes (see Appendix 1 for full list) using a key word search, identifying four types of scheme: landscape-scale conservation schemes, schemes with a dispersed geography addressing multiple issues, dispersed geographies with a single focus and local-scale schemes. Based on this review and relevant academic literature, eight design principles for the development of new VTRR schemes were identified. These principles are intended to inform the development of new VTRR schemes in the BCHT project. For further details about the project objectives see the website[1] but in short it seeks to create of new tourism experiences, linked to natural and cultural heritage, to address over-tourism at sensitive ecological sites and provide opportunities for learning about the interconnections between humans and nature. A review of the concept of the BioCultural Heritage Tourism is available (Wilkinson 2019).

For further context, the BCHT project involves partners in both the UK and France. The financial systems of the two countries – specifically regarding donations to public bodies and charities – have noticeable differences. The French system has more rules and regulations associated to charitable giving than the UK system. In contrast however, the French are financially incentivised to donate to public causes through various tax breaks. In 2016, 14% of businesses in France made voluntary donations to public causes, amounting to over €3.5 billion. The vast majority of these donations came from micro-scale businesses (72%) (ISTC, 2018). Encouragingly for the BCHT project, the second most popular cause the French population supported was 'heritage and culture' (ISTC, 2017), with 81% of donators opting to support projects at the local- or regional-scale. Public bodies (such as the French Biosphere reserves in the BCHT project) are governed by additional regulations which restrict donations for profit-making activities, unless a Foundation or Trust structure is created (Les Repères Admical, 2018). As donations are linked to tax benefits, there is not a simple means of donating money to causes without having to declare it through paperwork (Deloitte Touche Tohmatsu Limited, 2011), often requiring the services of a notary (ISTC, 2017). Recently,

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[1] www.bcht.eu

amendments to the Finance Act have been made, with new threshold levels in place for smaller businesses (Republique Francaise, 2018).

The research for this report mainly includes examples of donation mechanisms and VTRRs from English contexts as these proved considerably easier to find and evaluate. Based on this research there appear to be very few, if any, VTRR schemes in France that have an environmental focus. This seems due to the various restrictions placed on donation to public bodies in the French financial system. Further research to understand how the concept of a VTRR can be translated into the French legal framework is required. Types of Voluntary Tourism Revenue Reinvestment schemes

2. Types of Voluntary Tourism Revenue Reinvestment schemes

Section 2.1 reviews the types of donation mechanism used and their advantages and disadvantages. Section 2.2 gives an overview of four types of scheme.

2.1. Visitor payback mechanisms

A range of donation mechanisms are deployed in VTRR schemes. These are summarised in Table 1. For a full explanation of each donation mechanism, see Appendix 2.

Table 1: Donation Mechanisms for VTRR Schemes

Mechanism	Explanation
Donations	A single one-off 'suggested' payment, usually collected on-site (donation box) or via a website
'Opt-in' payments	A charge added to the service, on request by staff
'Opt-out' payments	An extra charge automatically added to a service, which the visitor can choose to be exempt from
Merchandising	A product associated with the destination is sold whereby a percentage of the profits is donated
Membership	Monthly or annual subscriptions; includes 'friends of' schemes
Fundraising	Events are organised where visitors can donate
Sponsorship	Visitors can 'sponsor' the protection of a certain wild animal species (e.g. otter)/area/footpath, etc. Businesses can donate a percentage of a products profit. Corporations can donate goods or substantial monetary donations.

The most common form of donation mechanism in VTRR schemes reviewed in this report was 'opt-in' and 'opt-out' payments. Both of these methods add a small donation on to the price of a service. For 'opt-in' payments staff members suggest to the visitor that a donation be added to their fee to contribute towards the conservation of the area – this method is particularly suited to services that have an entrance fee (e.g. an amusement park, zoo, heritage site). An 'opt-out' mechanism automatically adds a donation onto the visitor's bill and they are asked if they wish to remove it. This method has been adopted by the hospitality sector (e.g. a hotel adding £/€1 per night). Both 'opt-in' and 'opt-out' mechanisms require committed involvement from the business community as they require staff to actively and enthusiastically promote the scheme to visitors to be successful. When implemented well, both of these mechanisms can generate significant and steady revenue for the scheme.

After implementing several schemes across a range of popular natural tourist destinations in England, the tourist board Nurture Lakeland (2013: 5) found opt-in donation to be "the most successful and popular method of Visitor Giving" but that is important to fit the donation mechanism to the business context (Nurture Lakeland 2013) For example, visitor attractions "lend themselves to a ticket or entry fee 'levy scheme'" (Nurture Lakeland 2013: 5) and "retail and food and drink businesses lend themselves to fundraising via a 'sponsored product'" (Nurture Lakeland 2013: 6). While there are some broad principles – such merchandising at high footfall destinations, membership at sites with high levels of return visitors and business sponsorship of high profile environmental issues, donation mechanisms cannot be pre-selected. They must be tailored to local

context; what works for one site, may not for another. There are advantages and disadvantages of each mechanism (described in Table 2); these can be used to inform selection of donation mechanism for future VTRR schemes. A variety of locally tailored and innovative donation mechanisms are reviewed in Appendix 3 and give a sense of the range of bespoke solutions organisations are using to fit VTRR schemes to local context.

Table 2: Advantages and disadvantages of different VTRR donation mechanisms

Mechanism	Advantages	Disadvantages
Donation (Box or online)	• Easy to administer • Small commitment from business	• Needs active promotion for good results • Small financial gains if placed in inaccessible location
'Opt-in'	• Customers are already purchasing a service so more inclined to give • Can generate considerable gains	• Staff are required to enthusiastically and actively promote the scheme • Mixed results from low to high participation rates
'Opt-out'	• When administered well, very high participation rates • Visitors have already committed to the service and see the fee as small compared to the overall bill	• Businesses and visitors can sometimes see this as an extra 'tax' or 'levy' • Increased fee risks making businesses appear less competitive • Can be perceived as 'top down'
Merchandising	• High profit margins • Can act as free marketing and strengthen the brand	• May require significant resources to develop a strong brand/image
Membership schemes	• Regular streams of income • Rewards very committed visitors with exclusive gifts/offers	• Requires a regular commitment which limits the scope of potential donators
Fundraising events	• In some cases, very little commitment from host organisation • An event can attract additional footfall to the site and increase revenues	• May require staff-time to organise and promote • Need a strong identity/brand to attract third parties to fundraise on their behalf
Sponsorship	• Steady stream of income from product sponsorship (% revenue) • Corporations can donate significant cash or equipment donations	• If sponsoring 'an animal' for example, needs to be appealing to the public • Might receive negative press if the sponsoring corporation acts unsustainably or without responsibility

2.2. Types of VTRR schemes: advantages and disadvantages for BCHT

In our review we identified four types of scheme with a range of geographical foci and emphasis on single or multiple issues. These types of scheme are: landscape-scale conservation schemes, schemes with a dispersed geography addressing multiple issues, dispersed geographies with a single focus and local-scale schemes. The advantages and disadvantages of these scheme for the BCHT project are explored.

2.2.1. Landscape-scale schemes

Landscape-scale schemes aim to gain investment for a region and use funds to support habitat restoration and other large-scale conservation goals. They emerge around a regional brand or identity and have an organisation tasked with protecting and promoting the area (such as a National Park Authority, local council or Tourist Board). Beyond their landscape-scale, a key characteristic of these schemes is that they allocate investment to multiple separate projects. For example, a landscape-scale VTRR may support nature conservation, protection of historical heritage and accessibility infrastructure, across a region. Two examples are the Yosemite Conservancy and Lake District Foundation. The Yosemite Conservancy[2] has been running since 1923, raising over $119 million and supporting over 600 projects, categorised into: trail rehabilitation & access, wildlife management, habitat restoration, scientific research, cultural & historic and visitor services. The scheme employs 40 members of staff to help raise funds. The Lake District Foundation[3] in England has been running (under different banners) since 2002 and boasts an impressive business partnership of over 1200 participants. For more examples and details of the type of donation mechanisms employed please see Appendix 2.

Landscape-scale VTRRs tend to use a regional or territory-based brand; they work well when they have and develop their own 'identifiable geographical area' (CRN 2002: 14). The existence of fragile natural and cultural heritage can sometimes be used to encourage contributions (Page & Connell 2006, Warren 2001). The Countryside Recreation Network recommends that VTRR are more successful when they are introduced "in areas where the problems caused by visitors, such as overcrowding and erosion, are serious and clearly visible" (CRN 2002: 11). In this situation visitors can experience and understand the issues of over-tourism and the difference a donation can make can be illustrated by scheme managers.

This type of scheme would lend itself to the BCHT project as the Biosphere Reserves (BRs) are a geographical unit and employ staff who could potentially help administer a scheme. However, successful landscape-scale schemes have benefited from having a recognisable regional identity, which could present challenges for the BRs. Public understanding of the Biosphere Reserve brand is thought to be relatively low, therefore a landscape-scale scheme for the reserve could be problematic; people may not know what they are investing in. Marketing the scheme (and the BR more widely) would be essential for success.

Landscape-scale schemes can struggle to secure donations as they spread investment throughout a region, meaning that there is not always one clear activity that funds go towards. This can be addressed by demonstrating the tangible differences the scheme is making, for instance through infographics describing quantifiable impacts e.g. the length of footpaths restored or numbers of local people employed. Opt-out mechanisms (which generate substantial funds) require significant resources to manage, and if merchandising is to be used, then this will need additional resources. To achieve buy-in from businesses, the project should consider allowing businesses who contribute to decide on the project the scheme supports, or provide a means to apply for funds to run small projects related to the environment and heritage.

2.2.2 Dispersed geography: multiple issues

This type comprises VTRRs that have a dispersed geographic foci, and contribute to multiple conservation, heritage and scientific projects. They tend to be run by national or international

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[2] https://www.yosemiteconservancy.org/
[3] https://www.lakedistrictfoundation.org/

organisations, for instance the National Trust[4] or Earthwatch Institution[5]. VTRRs with a dispersed geographic foci often use membership schemes as their main donation mechanism. A visitor can sign up to become a member of the organisation and in return can gain access to multiple sites, receive updates of the organisation's work and/or receive free gifts.

Due to their dispersed geographies these schemes depend less on local businesses to help raise funds and are instead more centrally organised. The option of a business raising money for the scheme is still available but membership fees are the primary income source. . Larger international schemes with dispersed geographies not only support an array of projects, but contribute to these causes in additional ways other than merely donating money – sometimes they will conduct scientific research or use their influence to lobby governments for change. The Royal Society for the Protection of Birds[6] (RSPB) is a good example of a charity that runs a VTRR over a dispersed geography around multiple issues. In the UK the RSPB own a number of sites now designated as nature reserves, as well as providing education and conducting scientific research about birds. They therefore have different donation mechanisms but most favour membership schemes (like many other VTRRs with dispersed geographies). For further examples see Appendix 5.

A dispersed geography, multiple issue VTRR scheme would not necessarily work for the individual BRs, although it is possible that the four Biosphere Reserves co-created and marketed a single VTRR scheme. The advantages of this would be a reduction in overheads and possibly increased visitor visibility. The disadvantage would be that a joint scheme may struggle to find a brand that recognises the local differences between the reserves, and it may be difficult to communicate to visitors why their donation might be spent at another reserve. By broadening the focus beyond one area and across multiple issues, such a scheme would risk being too diffuse.

2.2.3 Dispersed geography: single-issue

Other schemes also have dispersed geographies, but focus on a particular cause such as a species, an access route or a historical asset. Examples include red squirrel conservation[7] and rare sheep breeds[8]. Again, due to a dispersed geography, these schemes are more heavily dependent on membership schemes and one-off (opt-in) donations rather than involving local visitors or the business community. An example of this type of scheme is the Donkey Sanctuary[9]. They have several sanctuaries where they look after abandoned or mistreated donkeys. Additionally, they provide support to communities abroad who use donkeys for their livelihoods and conduct global research on the welfare of donkeys. The charity uses several donation mechanisms to help raise money – they have entrance fees for the sanctuaries in the UK, run an 'adopt a donkey' sponsorship scheme, accept donations and have a wide array of merchandise.. For further examples of single-issue schemes like this, see Appendix 6.

This type of scheme is probably inappropriate for the BCHT project as the local differences between the Biosphere Reserves mean that is seems unlikely that a suitable single cause (e.g. plant or animal species) could be found that would appeal to visitors to all four areas. It would also mean that visitor donations in one reserve may be invested in another reserve. While this could be valuable, to the logic of donating to such a scheme may be challenging to communicate to visitors.

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[4] https://www.nationaltrust.org.uk/donate
[5] https://earthwatch.org/
[6] https://www.rspb.org.uk/join-and-donate/
[7] https://www.rsne.org.uk/make-donation
[8] https://www.herdy.co.uk/herdyfund/?utm_source=homepage&utm_medium=block_product
[9] https://www.thedonkeysanctuary.org.uk/support-us

2.2.4. Local scale/site specific

These schemes only cover one site – whether this be a local nature reserve, a museum or a locally important historical asset. Often these schemes use entrance fees to support their work, which may entail an 'opt-in'/'opt-out' donation to support additional conservational activities the site manages. Locally based schemes have extensive scope to involve the surrounding local and business communities, who may feel a personal affiliation to the site.

The National Forest in England[10] is a relatively new scheme that seeks to create a new forest. They run a VTRR scheme which has been extensively marketed and offers volunteering opportunities. The scheme is only concerned with the improvement of the area defined by the new National Forest. For more examples see Appendix 7.

VTRR on a reduced local-scale could perhaps be of use for the BCHT project in the sense that it could act as a starting point to build towards a larger landscape-scale scheme. There could be one particular part of the Biosphere Reserve which receives a lot of visitors and is suffering from over-tourism. As the scheme becomes embedded and the business community become involved then success stories could be marketed to justify the expansion of the scheme to the landscape-scale. This would also give the Biosphere Reserve managers a chance to test ideas and gauge the commitment of the local business community on a smaller scale before committing to a larger scheme.

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[10] https://www.nationalforest.org/get-involved

3. Design criteria for new VTRR schemes

This section outlines several relevant criteria for designing and implementing a successful VTRR for the project.

3.1. Engage with businesses to secure their genuine support

A VTRR for the BCHT project needs to secure business involvement to be successful. It needs to engage with businesses early and listen to their feedback on the opportunities and challenges for a VTRR. In their report of VTRR best practice, the Countryside Recreation Network stated that "winning the support of the business community is imperative" (2002: 14) with the biggest risk to a scheme being a "lack of uptake…by businesses" (2002: 22). Ultimately it is businesses who need to 'sell' the scheme to visitors, so if the scheme does not have their genuine support then it will not succeed.

Several schemes have found that in order to get businesses involved it is important to provide flexibility in the design of reinvestment schemes and to offer ongoing support, as well as to find solutions to practical difficulties that may be either feared or experienced by participating businesses (e.g. changes in book keeping practices) (TTC International 2004). Having flexibility in what is invested (i.e. the various projects the VTRR is supporting) is important, so that businesses can choose which project(s) the funds raised will support (Visit England 2014). As a hypothetical example – a business that has views over a beach that attracts tourists would be keen to support a project that keeps the beach clean of rubbish but would be less interested in a project protecting wild birds several miles away. The 'Love the Broads' VTRR produced a booklet[11] aimed at businesses explaining the project (and its benefits) which should be considered an example of best practice.

3.2. Get a wide range of businesses involved – not just the tourism sector

The involvement of a range of businesses in any VTRR increases visibility and maximises the chances of visitors interacting with the scheme. This means not just targeting 'eco'/'sustainable' businesses and businesses directly tied to the tourism sector (hotels, tourist attractions, tourist information etc.), but being open to any business who wants to support reinvestment in the local environment. This could involve local retailers (gift shops, grocery shops etc.), service providers (museums, transport providers etc.) and/or local manufacturers of products (breweries, artisans etc.). Involving a diverse mixture of organisations "raises awareness not only to why these funds are needed but also in all aspects of rural tourism" (CRN 2002: 16). In addition "a healthy mix of private and public organisations" (CRN 2002: 13) helps to produce a robust scheme. Working with a wide range of businesses can help to identify the relevant and diverse mixture of donation mechanisms, which is vital for the success of any VTRR scheme (Page and Connell 2006). Crucially, mechanisms must be ones that business approve of and support. Without the businesses buy-in, the scheme will not work.

3.3. Get businesses enthusiastic about the project by demonstrating the benefits and providing training

To get businesses involved in the scheme, highlight the benefits that businesses get from a high quality natural heritage – mainly that "supporting environmental/social initiatives [projects] an image of responsibility and sustainability" (Visit England 2014: 4). If businesses can see the benefits of the scheme (both for the local area and themselves) they will be more "enthusiastic about it [the

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[11] http://www.lovethebroads.org.uk/wp-content/uploads/2019/01/Love_the_Broads_Guidance_for_business_booklet.pdf

VTRR scheme] and promote it positively" (CRN 2002: 22), which is essential for certain donation mechanisms to operate effectively. For example, some schemes have underperformed when businesses have agreed to have a donation box but place it out of sight and consequentially raising minimal capital for the scheme. Additionally, 'opt-in' donations which are asked for in an unenthusiastic or apologetic manner are less likely to be accepted by the visitor. It is important that both "the business and the visitor…are made to feel good about being involved and have a clear idea of where their money is going" (CRN 2002: 20).

Obtaining the support of local enterprises for visitor payback may not be straightforward and takes time. It has proven to be easier in areas where there is both recognised environmental pressure from tourism and a significant degree of loyalty to the local area. Some schemes combine VTRR with other ways of involving tourism businesses in environmental issues, including advice and training on 'greening' their operations, which can bring both cost savings and marketing advantages. Combining Green Accreditation Schemes with VTRR schemes has worked well in some cases, such as in South Hams, Devon (TTC International 2004). Therefore, the BCHT partners could consider linking the participants of the VTRR scheme to existing training, advice and support services that are available in the region to train them how to act more environmentally and maximise the donation amounts.

3.4.   Invest in relatable local causes and demonstrate a tangible impact

VTRR schemes work best when it involves a high profile or relatable cause, which has tangible local impact. The reason that single issue dispersed geography VTRRs are successful is that they capture the public imagination about a particular animal, like the red squirrel. Having a focus like this provides something relatable the visitors understand and want to support. Some of the more technical conservation work risks being perceived as boring or unimportant, even though it might be very important from an environmental perspective.

Demonstrating that donations are being used locally and are making a tangible difference is vital because it "fuel[s] the feel-good factor of having made a contribution to 'keep the area special'" (CRN 2002: 6). Visitors demonstrated "a preference for projects that provided ecosystem services and that could quantify the level of benefits their donations would provide" (Visit England 2014: 3). A good example of this strategy is the footpath repairing project that runs in the Lake District (UK) where donations "lead to specific, measurable benefits" (Visit England 2014: 5) which are quantified into 'meters of footpath repaired' so the project "provide[s] immediate feedback about the effects an individual donation will have" (Visit England 2014: 5). The 'Donate for Dartmoor' scheme is another good example of how to quantify visitor donations into tangible outputs[12] and should be considered an example of best practice. The BCHT VTRR should therefore focus on tangible improvements to the local area, particularly concerning local biocultural heritage practices.

3.5.   Be prepared for the long haul

VTRRs are unlikely to be an overnight success and the medium to long-term commitment of the businesses is essential (Page & Connell 2006). Many take years to make money and others fail. Business buy-in and involvement may be low, at least initially, until the benefits of participation are clearly demonstrable – for example, the original business response rate for the highly successful scheme 'Invest in the Lakes' was 3% (55 from 1600 premises) (TCC International 2004). Reasons for businesses' reluctance to participate included staff time and effort involved. Another reason cited was that businesses did not feel they were buoyant enough to support "raised prices". However,

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[12] https://www.dartmoor.gov.uk/wildlife-and-heritage/our-conservation-work/donate-for-dartmoor/donate

with time and persistence the amount of businesses grew to over 200 partners who help raise funds or directly contribute towards the VTRR.

3.6.   Foster responsibility for area with positive marketing messages – no guilt trips

"Visitor Giving shouldn't be about creating doom, gloom and guilt messages" (Nurture Lakeland 2013: 12) about the degrading environment, but rather a demonstration of the positive effects a donation can make. Use "positive language" (Visit England 2014: 5) which produces "feelings of 'investment' and 'ownership' in that destination, encouraging [visitors] to return and recommend the areas to others" (Nurture Lakeland 2013: 7). A VTRR scheme should be used as an opportunity to promote the BR and to educate visitors about conservation issues and demonstrating how a donation can help counter the negative effects their visit may have. Since schemes may take time to make any money – it is important that it is used as a means of communicating with visitors about the local area, its environment and heritage.

3.7.   Allow sufficient staff time for setting up, administering and marketing the scheme

In the past VTRR schemes have sometimes failed due to a lack of centralised facilitation from a host organisation – these schemes will not work and operate smoothly without sufficient resources. Schemes cannot operate without some degree of staff time. CRN suggest "a dedicated officer is strongly recommended to carry out an effective visitor payback scheme" (2002: 14) which should be, at the least, a half-time post but preferably a full-time position to maximise results (Warren 2001). Often successful schemes make use of a host organisation to facilitate the scheme and provide leadership and drive. Examples of host organisations include tourist boards[13], community trusts[14], private companies[15] or National Park authorities[16]. Yosemite Conservancy[17] employ over 40 staff in two locations to help raise money for the park through running fundraising events and experience days through obtaining corporate sponsorship.

Core funding is required to pay for administration and marketing activities (Warren 2001). This is commonly paid for by a host organisation acting as the lead partner or can be sourced through external grants. Unsuccessful VTRR schemes "often lack [a] strong brand or clear identity" (Visit England 2014: 4); therefore some staff time should be spent marketing the scheme with appealing logos, websites and newsletters, for example. Strong marketing messages and logos can also be used for merchandising which can return profits to the scheme.

3.8.   Be transparent and clear

Having sufficient staff time is also needed to demonstrate that the scheme is transparent and is spending donated monies on suitable causes. A VTRR scheme needs to have a robust selection criteria for choosing who receives funding from the VTRR. Having selection criteria ensures that the scheme adheres to principles of transparency and fairness and that the money does not go towards core general conservation costs for the area with no visible results – it is "essential that the organisation operating it has a robust and transparent process in place for selecting the beneficiaries" (Nurture Lakeland 2013: 19). One way to demonstrate transparency is to have a central pot administered by an independent trust (for an example, see Argyll and the Isles Coast and

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[13] https://www.snowdoniagiving.wales/
[14] http://www.lochlomondtrossachs.org.uk/our-history
[15] https://www.southpennines.co.uk/about/
[16] https://www.southdownstrust.org.uk/how-to-give/
[17] https://www.yosemiteconservancy.org/yosemite-conservancy-staff

Countryside Trust[18]) to whom local businesses and organisations can apply to for support for small projects that enhance the local environment and heritage.

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[18] https://www.act-now.org.uk/our-foundations

4. Conclusion

Based on a review of 50 schemes, this report recommends the BCHT project follows 6 principles for developing a VTRR. The recommendations are summarised below.

Table 3: Summary of 6 guiding principles for designing a VTRR

Principle	Summary of recommendation
1. Engage with businesses to secure their genuine support	• A wide range of businesses is essential – not just the tourism sector • Different kinds of businesses can implement a range of donations mechanisms, maximising the chances of a visitor donating • Businesses need to be enthusiastic about the scheme and not view it as a 'tax' or additional fee • Training may be required to build enthusiasm
2. Invest in relatable local causes and demonstrate a tangible impact	• Make sure the donations stay local and help the area • Visitors gain the 'feel good factor' from knowing their donations made a tangible difference • Try to quantify a donation (e.g. 'meters of footpath restored')
3. Be prepared for the long haul	• Schemes take time to build and business buy-in may be initially slow • Keep the scheme going with new drives and campaigns - and donations will grow
4. Foster responsibility for area with positive marketing messages – no guilt trips	• Celebrate the donations visitors and businesses make • Ensure the visitors feel welcome
5. Allow sufficient staff time for setting up, administering and marketing the scheme	• Core funding helps guarantee the success of the scheme • Staff time is needed to recruit businesses, provide support and produce marketing materials
6. Be transparent and clear	• Have a process for allocating resources to local projects • Trusts or external partners are recommended to ensure transparency

The following section considers these 6 criteria for the design of VTRR might work for the BCHT project.

Principle 1: to engage a wide array of businesses and consider all donation mechanisms available to suit many types of businesses. The BCHT project proposes to create new 'immersive experiences' for tourists which would lend themselves to an additional 'opt-out' levy or sponsorship due to their entrance fee or ticket. The provider of the 'experience' could charge an additional £/€1 which is donated to the VTRR scheme. Alternatively, if the experience is provided by the BR itself, all profits can be donated to the scheme. The wider business community will be approached to support the scheme and ensuring the correct donations are available for all of them is essential.

Principle 2: tangible benefits should be demonstrated to show tourists where and what their donation will achieve. The Biospheres involved in the BCHT project have Scientific Councils that conduct research and provide information to the managers concerning the health of the area. This

knowledge should inform the managers of where to focus their attention and be understandable for the general public.

Principle 3: prepare for the long haul. For a BCHT VTRR to be successful, managers need to think over (at least) a 5 year timeframe. Fortunately for the project and for VTRR outcomes, the biosphere reserves have protected status and will therefore exist for the long-term. The VTRR schemes should not be allowed to fall by the wayside and should be renewed with new projects / campaigns regularly to keep both business and visitors engaged.

Principle 4: negative messages around the effects of over-tourism should be avoided and the contributions from visitors and businesses should be celebrated. There are plenty of opportunities for the biosphere reserves to create these positive messages and / or to use pre-existing (positive) strategies to promote cultural land-based businesses.

Fortunately for the BCHT project, the Biosphere reserves have a team of staff and are reasonably well-resourced, which can help ensure that any VTRR scheme is well marketed to visitors (Principle 5). To ensure transparency and fairness (Principle 6) the staff should look to set up independent trusts or bodies that can choose which local projects to administer the donations to, and distribute the results through their media platforms.

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Appendix 1

Name	Website
Alaska Conservation Foundation	https://alaskaconservation.org/
American Bird Conservancy	https://abcbirds.org/
American Discovery Trail	https://discoverytrail.org/
American Hiking Society	https://americanhiking.org/
Appalachian Trail Conservancy	https://americanhiking.org/
Argyll and the Isles Coast and Countryside Trust	https://www.act-now.org.uk/
Canal & River Trust	https://canalrivertrust.org.uk/donate
Caremoor	http://www.exmoor-nationalpark.gov.uk/caremoor
Caring for the Cotswold	https://www.cotswoldsaonb.org.uk/caring-for-the-cotswolds/
Churches Conservation Trust	https://www.visitchurches.org.uk/get-involved/give.html
Creswell Crags	https://www.creswell-crags.org.uk/support-us/fundraising/
Donate for Dartmoor	https://www.dartmoor.gov.uk/wildlife-and-heritage/our-conservation-work/donate-for-dartmoor
Earthwatch Institution	https://earthwatch.org/
English Heritage	https://www.english-heritage.org.uk/support-us/donate-now/
Fix the Fells	https://www.fixthefells.co.uk/who-we-are/our-partners/
Friends of Bude Sea Pool	https://www.budeseapool.org/visitor-giving/
Friends of Loch Lomond & the Trossachs	http://www.lochlomondtrossachs.org.uk/donate-online
Island Conservation	https://www.islandconservation.org/
Lake District Foundation	https://www.lakedistrictfoundation.org/

Love the Broads	http://www.lovethebroads.org.uk/
Love the South Pennines	https://www.southpennines.co.uk/category/lovethesouthpennines/
Marwell Zoo	https://www.marwell.org.uk/zoo/support/supporting-our-charity
Mendip Hills Fund	http://www.mendiphillsaonb.org.uk/caring-about-the-aonb/mendip-hills-fund/
National Open Garden Scheme	https://ngs.org.uk/get-involved/
National Trust	https://www.nationaltrust.org.uk/donate
Natural History Museum	https://www.justgiving.com/naturalhistorymuseum
Northumberland National Park	https://www.northumberlandnationalpark.org.uk/donate/
Pheasants Forever	https://www.pheasantsforever.org/
Rainforest Partnership	https://rainforestpartnership.org/
Red Squirrel Survival Trust	https://www.rsst.org.uk/#getinvolved
Red Squirrels Northern England	https://www.rsne.org.uk/make-donation
Rocky Mountain Elk Foundation	https://www.rmef.org/default.aspx
Royal Armouries	https://royalarmouries.org/support-us/donations/
Royal Society for the Protection of Birds	https://www.rspb.org.uk/join-and-donate/
Salisbury Cathedral	https://www.salisburycathedral.org.uk/visit-plan-your-visit/recommended-donations
Save Americas Forests Fund	http://www.saveamericasforests.org/
Scottish Wildlife Trust	https://scottishwildlifetrust.org.uk/
Snowdonia Giving	https://www.snowdoniagiving.wales/
South Downs Trust	https://www.southdownstrust.org.uk/about-south-downs/
St Conan's Kirk	https://www.stconanskirk.org.uk/give-and-support/make-a-donation/
The Donkey Sanctuary	https://www.thedonkeysanctuary.org.uk/support-us
The Herdy Fund	https://www.herdy.co.uk/
The National Forest	https://www.nationalforest.org/get-involved
Wildfowl and Wetland Trust	https://www.wwt.org.uk/join-and-support/
Wildlife Forever	https://www.wildlifeforever.org/
Woodland Trust	https://www.woodlandtrust.org.uk/support-us/
World Wildlife Foundation	https://www.worldwildlife.org/
Yellowstone Forever	https://www.yellowstone.org/

Yorkshire Sculpture Park   https://ysp.org.uk/supportus/donate

Yosemite Conservancy   https://www.yosemiteconservancy.org/

Appendix 2

Donations

A one-off donation in the form of either a suggested amount, or a donation amount of the visitor's choosing is a common fundraising mechanism. Donations may be collected via the traditional method of a collection box, displayed in a prominent place (often located where the visitor purchases their entry fee or at the entrance of a destination). More recently, donation mechanisms on online platforms and websites collect donations after the visit has occurred, and offer those who may have never visited a destination a means to donate. TTC International (2004) has reported low levels of annual donations as some donation boxes are left in inaccessible/invisible places or are not actively promoted.

'Opt-in'

'Opt-in' payments are voluntary whereby staff ask visitors if they are willing to add an additional donation. This is typically a set donation amount (normally £/€1-2) which is suggested to the visitor when purchasing the service (entrance fee to a destination, stay in a hotel etc.). 'Opt-in' payments are highly variable and "depend greatly on the personal commitment of the operator" (TTC International, 2004. p.5) as a degree of salespersonship and enthusiasm for the scheme is required. One report suggested that 38% of visitors refused to pay an opt-in fee at a campsite (TCC International, 2004). If the staff are not actively and enthusiastically promoting the scheme, donations are likely to be lower.

'Opt-out'

'Opt-out' payments secure a donation by automatically adding a charge to an entrance or service fee and then asking visitors if they wish to remove it. This approach is often associated with hotels, B&Bs and campsites as well as destinations that charge an entrance fee. Participation rates can often reach up to 98% (as is the case in the Lake District (TTC International, 2004)), so long as staff promote the scheme as a positive initiative and explain to visitors why the additional cost is added to their bill. One hotel in the Lake District case study raised over £6,000 using this method.

However, 'opt-out' schemes sometimes can have negative connotations as being a 'tax' or a 'levy'. Tourism businesses may not wish to increase their prices to include an 'opt-out' payment for fear that they will become uncompetitive. 'Opt-out' payments are sometimes seen as an intervention 'from above' by local authorities, municipalities or governments. During the establishment of the Birds of the Humber Trust VTRR, all 60 of the hotels originally approached refused to participate in an 'opt-out' donation method, with 25 agreeing instead for an 'opt-in' or donation box approach (TCC International, 2004).

Merchandising

Merchandising uses products (clothing, posters, gifts etc.) with appropriate branding to generate revenue. These are sold in gift shops or online (for example, see Yosemite Conservancy[19]). Profits from these products go towards the VTRR scheme. The advantages of merchandising are that profits can be quite high and that the visitors can take something home to remember the day. Additionally the merchandise can act as a form of marketing as t-shirts are worn by the visitors – this may result in a friend or family member visiting the site. Merchandise requires a strong brand or image to be successful.

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[19] https://www.yosemiteconservancystore.com/233/home.htm

Membership Schemes

Membership schemes are for visitors to sign-up to become members of a group, who receive additional information, offers, gifts, and/or reduced entry fees. Environmental and heritage organisations often 'package' free gifts or experiences into the price of a membership as a 'reward' for joining. In the UK, the National Trust[20] grants entrance to over 500 historic sites as part of the membership. The Royal Society for the Protection of Birds (RSPB) run several 'friends of' membership schemes whereby contributors are invited to exclusive events.[21]

Becoming a member of a scheme implies a larger payment than a single one-off donation – typically between £15-50. The advantage of memberships is that contact details are often provided and the destination can inform their members of news and events, as well as the chance to renew the (often annual) membership. Disadvantages of a membership scheme is that visitors are sometimes dissuaded by regular scheduled payments and only a small percentage of visitors will have the personal connection to the area (or organisation) to donate regularly.

Fundraising events

Fundraising events come in two main forms. Firstly, a destination/organisation can organise a one-off event which attracts members of the public and encourages giving. English Heritage[22] run several of these events every year and could be considered an example of best practice for raising funds this way.

Secondly, an individual can choose to raise funds for a particular charity/organisation close to their heart. This can be achieved by getting sponsorship for completing some form of task (completing a marathon/endurance race for example) or selling something (a MacMillan coffee morning[23] is a classic example). The main advantage – especially when an individual is raising the funds for the organisation – is that there are relatively low overheads involved. Money is often deposited into an organisation's accounts with little involvement on their part. Events held at the destination can also bring the added benefit of encouraging new visitors to the site. For an example of best practice, see The National Trust's 'fundraising kit'[24]

If fundraising events are organised internally, this will require staff time and donations need to cover more than these costs. Organisations also need to build a good reputation (through marketing) to create an image people want to raise funds for which can present challenges for newly established organisations.

Sponsorship

Sponsorship can take the form of two main types. It can either involve a business sponsoring their product so a percentage of the profits goes directly to the cause. This can be a small amount donated from a meal, a beverage, merchandise or a book (a brewery donating 5p per bottle[25] for example). Sometimes a themed and/or 'limited edition' product is produced especially for the fund. One example is CauseBox[26] whereby ethically conscious products are sent to customers and the profits are donated to good causes. The advantages of this first form of sponsorship is that it can provide a steady and regular income for the scheme (especially if the product is very popular). The

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[20] https://www.nationaltrust.org.uk/join-us

[21] https://www.rspb.org.uk/join-and-donate/donate/appeals/friends-of-abernethy/

[22] https://www.english-heritage.org.uk/visit/whats-on

[23] https://coffee.macmillan.org.uk/

[24] https://www.nationaltrust.org.uk/features/fundraise-for-us

[25] https://www.southdownstrust.org.uk/about-south-downs/our-partners/

[26] https://causebox.com/about

business providing sponsorship are recognised for their philanthropy and are often suggested to visitors by members of the scheme in return for their donations. In many cases, the price of the donation can be passed on to the consumer with little extra cost to the business. The disadvantages are that businesses sometimes do not want to raise their prices and lose some of their profit and are reluctant to join. Building critical mass of businesses willing to contribute is helpful in this case.

Alternatively, a common sponsorship program in nature conservation is for a member of the public to 'sponsor' an animal whereby they cover some of the costs of feeding or protecting a particular species they are fond of. Two examples are the work of The Donkey Sanctuary[27] (where an individual Donkey can be 'adopted' which can be visited) and the Wildlife Trust[28].

A second form of sponsorship is viewed more in a corporate sense. In these circumstances, large multinational corporations will donate large amount of money, equipment or services to help maintain areas. This helps them to offset their environmental footprint, act with corporate responsibility and gain recognition for their philanthropy. Examples from Yellowstone National Park include a tyre company donating products to help maintain their vehicles (over $642,000)[29] and a camera company who provide equipment and financial backing for the park's scientific work[30]. The advantage of this model is that large corporations have considerably more capital to donate than individuals and therefore the contributions are often between $10,000-500,000.

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[27] https://www.thedonkeysanctuary.org.uk/adopt
[28] https://www.wildlifetrusts.org/adopt-animal
[29] https://www.yellowstone.org/ways-to-give/yellowstone-forever-corporate-partnerships/
[30] https://www.yellowstone.org/ways-to-give/eoy-canon/

Appendix 3: Locally tailored and innovative donation mechanisms

Scheme/ Location	Locally tailored and innovative donation mechanisms	Campaigns supported
South Downs National Park[31]. Brighton & South Downs, England	• 120 Holiday cottages and apartments in Brighton area donate to scheme[32]. • Gifts in Will donations. • Brewery donating 5p of each bottle sold.	• New community cycling and walking routes, including for those with limited mobility and young families. • Learning outside – enabling school children to visit the park • Providing new habitat for the white-letter hairstreak butterfly • Bee lines – protection of pollinators[33]
CareMoor[34]. Exmoor, England (Formally Exmoor Paths Partnership)	• 'Donate a Gate' in dedication. • Dining club – Restaurants hold events cooking local produce. £5 per ticket goes to scheme[35] • 'Donate a space for a tree' – involving local schools, businesses or individuals	• Nature – Tree Fund, Habitat fund (removing invasive species, improving nature reserves) • Heritage – Historic signs restoration[36]. Recovering a landscaped garden • Access – maintain/improving footpaths and bridleways. Improving a bridge.
Donate for Dartmoor[37]. Dartmoor, England	• A large volunteering schedule including experience days/events[38] and more dedicated part-time roles[39]	• Access – raised £15,000 in 2018 for footpath improvement and signage. • Wildlife– Damsel Fly project, House Martin nests, Dormice boxes, • Habitat Restoration – Wet valleys and wild meadows to conserve important species[40].
Snowdonia Giving[41].	• Extensive range of businesses (50+) using different donation	• Campaigns based around their three themes – Mountains,

[31] https://www.southdownstrust.org.uk/how-to-give/
[32] https://www.southdowns.gov.uk/brighton-holiday-provider-launches-partnership-help-support-vital-projects-national-park/
[33] https://www.southdownstrust.org.uk/beelines/
[34] http://www.exmoor-nationalpark.gov.uk/caremoor
[35] http://www.exmoor-nationalpark.gov.uk/caremoor/our-supporters/caremoor-dining-club
[36] https://www.exmoor-nationalpark.gov.uk/caremoor/what-we-fund/heritage/caremoor-for-historic-signposts
[37] http://www.dartmoor.gov.uk/wildlife-and-heritage/our-conservation-work/donate-for-dartmoor
[38] https://www.dartmoor.gov.uk/nested-content-2016/listing-pages/volunteering-events
[39] https://www.dartmoor.gov.uk/about-us/how-we-work/jobs-and-volunteering/volunteering
[40] https://www.dartmoor.gov.uk/wildlife-and-heritage/our-conservation-work/donate-for-dartmoor/current-projects
[41] https://www.snowdoniagiving.wales/

Snowdonia, England	mechanisms. Including hotels, adventure experiences and heritage societies[42]. • High quality videos explaining impacts[43] and the scheme[44]	Lowlands & Valleys, Young People and Traditional Skills
Lake District Foundation[45]. Lake District, England (Formally Nurture Lakeland, 2002-2017)	• Sponsorship of a National Trust footpath repair worker, known as 'Our Man at the Top' • Research by one hotelier operating 'opt-out' showed that only 2% of visitors asked for the levy to be removed[46] • Levy schemes have proved very successful with larger businesses raising several thousand pounds a year. • Hosted a charity auction night and raised over £8,600 from 40 lots. Local businesses and celebrities donated prizes including "A day on the Lake District Fells" with a famous mountaineer[47].	• 16 projects funded in first year (including footpath repairs, building stepping stones, restoring woodland, creating habitats for dormice etc) • Small Grants (up to £1,000 for smaller projects) and Business sponsorship (large/long term projects). • Provide good guidance for businesses wanting to join the scheme[48] • Example project: • K2T – Reconnecting storm-damaged footpaths. £70,000 raised in 6 months by 72 businesses involved. £30,000 corporate donation.
Love the Broads[49]. Norfolk/Suffolk Broads, England	• Produced a booklet to help businesses understand which mechanism is best for them[50]. • This has resulted in high participant numbers (80 partners currently)[51] • Annual membership schemes for individuals (£15), families (£30) and corporations (£100) with different perks.	• 9 projects were supported in 2018[52] - 35 in total. • Heritage – Funding to create a physical and digital history for a historic windmill • Access to waterways – Wellbeing activities (boat trips) for people with serious life-threatening illnesses. Safety equipment for children. All terrain wheelchairs.

[42] https://www.snowdoniagiving.wales/businesses/
[43] https://www.youtube.com/watch?v=GWlqLIlHIA4
[44] https://www.youtube.com/watch?v=-CrRaUQqr9E
[45] https://www.lakedistrictfoundation.org/
[46] TCC International
[47] https://www.lakedistrictfoundation.org/wp-content/uploads/2018/08/LDF_Annual-Brochure_0818-FINAL-2.pdf
[48] https://www.lakedistrictfoundation.org/get-started/
[49] http://www.lovethebroads.org.uk/
[50] http://www.lovethebroads.org.uk/wp-content/uploads/2019/01/Love_the_Broads_Guidance_for_business_booklet.pdf
[51] http://www.lovethebroads.org.uk/businesses/
[52] http://www.lovethebroads.org.uk/projects-we-support/

		• Education – Interpretation boards. Talks and seminars about otter populations.
Yellowstone Forever. Yellowstone National Park, America	• Corporate sponsors donate considerable amounts[53] • "Gateway Business Partner" scheme is for businesses surrounding the park to join a network and co-promote the area. Maximising the spill-over benefits for the local community through tourism[54]. • Vast array of 'experiences' on offer, including: 'citizen science' days, landscape discovery days, acquiring new skills (fly fishing, painting etc)[55]	• Donated $5.9 million in 2018 to 53 key projects[56]. • Wildlife – Wolves, Fish, Golden Eagle and Grizzly Bear conservation • Visitor Experience – New bilingual training for rangers, improved access, new exhibitions, infrastructure improvements • Tomorrow's Stewards – Youth education programmes • Ranger Heritage – Improving the facilities for rangers and training • Cultural Treasures – new heritage and research centre
Yosemite Conservancy[57]. Yosemite National Park, America	• Have a 'map of impact' where visitors can see the projects that have been supported[58]	• Over 600 projects in the following categories[59]: • Trail Rehabilitation & Access • Wildlife Management • Habitat Restoration • Scientific Research • Cultural & Historic • Visitor Services • Youth in Yosemite
Caring for the Cotswolds[60]. Cotswolds AONB, England	• One restaurant sponsors the scheme, donating 1% of all profits.	• Range of projects including restoration work of gates and waterways, heritage projects and wildlife protection[61]

[53] https://shop.yellowstone.org/?_ga=2.196735087.291722751.1562753639-367449601.1562753639
[54] https://www.yellowstone.org/ways-to-give/gateway-business-partners/
[55] https://www.yellowstone.org/experience/yellowstone-forever-institute/field-seminars/
[56] https://issuu.com/ynpforever/docs/yf_2018_parkprojects_issuu?e=34115463/63467036
[57] https://www.yosemiteconservancy.org/
[58] https://www.yosemiteconservancy.org/map
[59] https://www.yosemiteconservancy.org/your-gifts-work
[60] https://www.cotswoldsaonb.org.uk/looking-after/caring-for-the-cotswolds/
[61] https://www.cotswoldsaonb.org.uk/looking-after/caring-for-the-cotswolds/projects-supported/

National Forest Company[62]. Leicestershire, Derbyshire, Staffordshire, England	• Their online shop has the option to 'buy a tree' or 'plant a tree' alongside more traditional items such as books and maps. • Developing a range of new activities in their 10 year tourism strategy[63] including 'high rope courses', adventuring caving and rock climbing. • Run a successful annual festival which teaches people new forestry skills, live music and inspirational talks[64]	• A lot of their projects revolve around the creation of new forest/woodland in the surrounding area. They offer large revenue funding for establishing new woods. Grants available to develop new tourism businesses that align with their 10 year strategy[65].

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[62] https://www.nationalforest.org/

[63] https://www.nationalforest.org/sites/default/files/components/downloads/files/Destination-Development-Gap-Analysis-Final.pdf

[64] https://timberfestival.org.uk/

[65] https://www.nationalforest.org/about/partner-with-us/grant-opportunities

Appendix 4: Landscape-scale VTRR examples

Scheme name	Focus	Visitor payback mechanisms					
		Opt in	Opt out	Member-ship	Merch-andising	Fund-raising	Sponsors-hip
South Downs National Park[66]. Brighton & South Downs, England	• Landscape protection. • Greater accessibility. • Protection of endangered species. • More land for nature reserves. • Supporting local communities.	Y	Y	Y	N	N	Y
CareMoor[67]. Exmoor, England (Formally Exmoor Paths Partnership)	• Moorland restoration. Improved access. • Core-funded with in-house management. • High levels of business partners[68]	Y	Y	Y	N	Y	Y
Donate for Dartmoor[69]. Dartmoor, England	• Moorland management, restoration, access and protection of heritage. • Strong at demonstrating tangible improvements[70]	N	Y	N	N	Y	N
Snowdonia Giving[71]. Snowdonia, England	• Mountains – extensive footpaths[72] • Lowlands & Valleys – 42km new circular route connecting amenities[73] • Young People & Traditional Skills – volunteering and learning[74]	?	Y	N	N	N	?

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[66] https://www.southdownstrust.org.uk/how-to-give/
[67] http://www.exmoor-nationalpark.gov.uk/caremoor
[68] https://www.exmoor-nationalpark.gov.uk/caremoor/our-supporters
[69] http://www.dartmoor.gov.uk/wildlife-and-heritage/our-conservation-work/donate-for-dartmoor
[70] https://www.dartmoor.gov.uk/wildlife-and-heritage/our-conservation-work/donate-for-dartmoor/donate
[71] https://www.snowdoniagiving.wales/
[72] https://www.snowdoniagiving.wales/projects/mountains/
[73] https://www.snowdoniagiving.wales/projects/the-lowlands-valleys/
[74] https://www.snowdoniagiving.wales/projects/people/

Lake District Foundation[75]. Lake District, England (Formally Nurture Lakeland, 2002-2017)	• Protection and enhancement of the environment including environmental education, conservation work etc. • Raised £396,000 in 2018 • Business membership reported as over 1,200[76] • 4 full-time members of staff • and core funding from Environment Agency, National Trust and National Park Authority[77]	Y	Y	?	?	Y	Y
Love the Broads[78]. Norfolk/Suffolk Broads, England	• Improvement of access & visitor interpretation; Caring for biodiversity; Environmental education • Raised ~£40,000 since 2013 • Managed in-house by Broads Authority[79] • Core funding through EU InterReg • Clear process for projects to apply for funding	Y	Y	Y	Y?	N	Y
Yellowstone Forever[80]. Yellowstone National Park, America	• Helping to protect Yellowstone National Park. Nature conservation, educational visits, 'citizen science' • Very historic National Park with rich heritage and natural capital. • Has Government support and very high visitor numbers. • Lots of infrastructure for tourists (visitor centre, campsites etc) and adventurers.	N?	Y	Y	Y	N?	Y

[75] https://www.lakedistrictfoundation.org/
[76] https://www.outdoorconservation.eu/conservation-section.cfm?pageid=14&sectionid=39
[77] https://www.lakedistrictfoundation.org/wp-content/uploads/2018/08/LDF_Annual-Brochure_0818-FINAL-2.pdf
[78] http://www.lovethebroads.org.uk/
[79] http://www.lovethebroads.org.uk/broads-trust/
[80] https://www.yellowstone.org/ways-to-give/

	• 85,000 members donating regularly.						
Yosemite Conservancy[81]. Yosemite National Park, America	• Conserving Yosemite National Park. Trail and habitat restoration, wildlife management, historic preservation and other high-priority efforts in Yosemite, resulting in more than 600 completed projects to date • Raised over $119 million	N?	Y	Y	Y	N?	Y
Caring for the Cotswolds[82]. Cotswolds AONB, England	• Various landscape and environmental projects in AONB • Helps strengthen business and community relationships (and provides good PR stories). • Raised £20,000 over 4 years	N	Y	Y	N	Y	Y

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[81] https://www.yosemiteconservancy.org/
[82] https://www.cotswoldsaonb.org.uk/looking-after/caring-for-the-cotswolds/

Appendix 5: Dispersed geography – multiple issues VTRR examples

Scheme name	Focus	Visitor payback mechanisms					
		Opt in	Opt out	Member-ship	Merch-andising	Fund-raising	Sponors-hip
The National Trust[83]. United Kingdom	• Over 500 historic sites across the United Kingdom • Total area covering 248,000 hectares • Conservation and public access of these sites	N	N	Y	Y	Y	?
Royal Society for the Protection of Birds (RSPB)[84]. United Kingdom	• Nation-wide campaign to support the protection of birds • Own and manage a range of nature reserves	N	N	Y	Y	N	?
English Heritage[85]. England	• Over 400 sites that can be accessed for free with a membership • Focus on the protection of historical capital/assets • Own a collection of holiday homes available to book	N	N	Y	Y	N	N
The Woodland Trust[86]. United Kingdom	• Woodland creation • Ancient woodland protection • Nature conservation (animals and plants) • Heritage protection	Y	N	Y	Y	Y	N?
Société d'Encouragement pour la Conservation des Animaux Sauvages[87]	• Protection of endangered animals all over the world • Work alongside Paris Zoo and other partners	Y	N	Y	Y	N	

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[83] https://www.nationaltrust.org.uk/donate

[84] https://www.rspb.org.uk/join-and-donate/join-us-today/?utm_source=bing&utm_medium=cpc&utm_campaign=RSPB+Brand+-+Exact-RSPB+Donation+Exact&utm_term=rspb+donate

[85] https://www.english-heritage.org.uk/support-us/donate-now/

[86] https://www.woodlandtrust.org.uk/donate/

[87]

Appendix 6:Dispersed geography – single issue VTRR examples

Scheme name	Focus	Visitor payback mechanisms					
		Opt in	Opt out	Member-ship	Merch-andising	Fund-raising	Sponsors-hip
Discovery Trail[88]. Trans-American	- Developing and managing an off-road trail across America. - Providing support to local trail groups to enable them to develop and manage their section of trail and increase their constituencies. - Providing informational materials to members and the public for use on the Trail. - Providing educational services concerning the ecological, historic and scenic features along the Trail route.[89]	N	Y	Y	Y	N	Y
Red Squirrel Survival Trust[90]. England	- Helping to protect the red squirrel - Education about conservation	Y	N	Y	N	N	Y
The Donkey Sanctuary[91]. United Kingdom	- Helping to care for and re-home mistreated donkeys - Research into donkeys	Y	N	Y	Y	N?	Y

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[88] https://discoverytrail.org/
[89] https://discoverytrailstore.org/pages/about-us
[90] https://www.rsst.org.uk/#getinvolved
[91] https://www.thedonkeysanctuary.org.uk/support-us

Appendix 7: Local-scale VTRR examples

Scheme name	Focus	Visitor payback mechanisms					
		Opt in	Opt out	Member-ship	Merch-andising	Fund-raising	Sponors-hip
National History Museum[92]. London, England	• Preserving items of particular historical interest • Education	Y	N	Y	Y	Y	N
National Forest Company[93]. Leicestershire, Derbyshire, Staffordshire, England	• Company established by DEFRA to support the creation of a 'National Forest' • One partner raised £20,000 in 1st year • Extensive volunteering opportunities[94]	?	Y	Y	Y	N	N
Friends of Notre-Dame[95]	• Rebuilding and refurbishing the famous Cathedral after it burnt down	Y	N	N	N	N	N

[92] https://www.justgiving.com/naturalhistorymuseum
[93] https://www.nationalforest.org/
[94] https://www.nationalforest.org/get-involved
[95] https://secure.givelively.org/donate/friends-of-notre-dame-de-paris-inc