Destination Assessment of the City of Dubrovnik

Report Presentation

Dr Ioannis PAPPAS, Mediterranean Region Director
About the GSTC

- NGO founded by United Nations
- Members and wide global network
- The international standard-setting body for sustainability of tourism
GSTC Standards

➢ Standards to date:
   (1) Hotels
   (2) Tour Operators
   (3) Destinations

➢ Minimum recommended policies and practices

➢ Help visitors and businesses identify responsible travel providers.

➢ Rigorous standard development process
GSTC Certification Framework

- **GSTC**
  - Global Sustainable Tourism Council

- **Bodies Certifying to GSTC Accredited Certification Programs**

- **Hotels / Tour Operators / Destinations**
GSTC Destinations Program

1. Destination Sustainability Assessments

2. Destination Management Training
Partnerships for Destination Stewardship
Partnerships for Destination Stewardship
GSTC conducted a Destination Assessment of the destination of the **City of Dubrovnik** according to the GSTC methodology set by the GSTC and based on the GSTC Destination Standard (v1-11/2013)

Dubrovnik stakeholders created action plans before COVID-19 resulted in a global pandemic and economic crisis.
Thank you to all the local organizations and individuals who made this week possible!

• City of Dubrovnik
• Dubrovnik Tourism Board
• Dubrovnik Development Agency
Overview of GSTC Destination Assessment Report, Scoring System, Process
Assessment Process and Outputs

1. Stakeholder and Document Mapping
2. Stakeholder Consultation and Site Visits
3. Closing & Action Planning Workshop
4. GSTC Assessment Report
GSTC Destination Assessment Timeline

- **Desktop Assessment** (Sep-Nov 2019)
  - Documents and Stakeholders Mapping

- **Onsite Assessment** (Nov-Dec 2019)
  - Group Interviews & One-on-one Meetings / Site Visits

- **Action Plan Development** (Dec 2019)
  - Destination Assessment & Action Planning Workshop

- **Final Assessment Report** (Feb-Mar 2020)
  - Final Report
Stakeholder Workshops & Consultations

Opening Meeting With City of Dubrovnik

Introductory workshop with stakeholder consultation group (more than 70 Participants)

3 Focus Groups (46 Participants)
Stakeholder Workshops & Consultations (2/2)

27 Individual Meetings

NGOs, Hoteliers, Tourism Businesses & Site/Attractions Managers
Outcomes Presentation & Action Planning

Preparation of preliminary results presentation

Conducting the Action Planning workshop with stakeholders

Presentation of Preliminary results in the closing event
GSTC Criteria for Destinations

Sustainable Destination Management

Social & Economic Benefits

Support of Culture & Heritage

Environmental Sustainability
Assessment (Total Score)

Pillars (Management, Social/Economic, Culture, Environment)

Criteria (41 in 4 Pillars)

Indicators (105 in 41 criteria, in 4 Pillars)
## Assessment Process

### Indicators (105 in 41 criteria, in 4 Pillars)

<table>
<thead>
<tr>
<th>Color</th>
<th>Green</th>
<th>Yellow</th>
<th>Pink</th>
<th>Red</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Documentation of policy exists, and it is being implemented in an exemplary manner—on par with best practice. (excellent performance)</td>
<td>Documentation of policy exists, and it is being implemented in an acceptable manner, with some improvements identified. (good performance with some improvement needs)</td>
<td>Documentation of policy exists, and it is not being implemented—or vice versa. (low performance / middle risk)</td>
<td>No documentation of policy exists, and it is not being implemented. (no performance / high risk)</td>
<td>The indicator is not applicable to the destination</td>
</tr>
<tr>
<td>GSTC Sections</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>Total Number of Indicators by Color</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>--------------------------</td>
<td>--------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>Total Indicators Scored Green</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total Indicators Scored Yellow</td>
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<td>8</td>
<td>12</td>
<td>47</td>
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<tr>
<td>Total Indicators Scored Pink</td>
<td>13</td>
<td>10</td>
<td>3</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>Total Indicators Scored Red</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Total Indicators N/A</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Number of Indicators by Section</td>
<td>43</td>
<td>21</td>
<td>13</td>
<td>28</td>
<td>105</td>
</tr>
</tbody>
</table>
Another GSTC Assessment Example – Scoring

- Management: 7 indicators
- Economy: 2 indicators
- Culture: 0 indicators
- Environment: 1 indicator
GSTC Assessment: Distribution Of Ratings

Management: 16% 10% 30% 44%
Economy: 9% 5% 38% 48%
Culture: 15% 23% 62%
Environment: 4% 14% 43% 39%
GSTC Assessment: Score Ratings for Criteria

- **A1**: Sustainable Destination Strategy
  - Score: 2.20

- **A2**: Destination Management Organization
  - Score: 2.40

- **A3**: Monitoring
  - Score: 0.67

- **A4**: Tourism Seasonality Management
  - Score: 2.00

- **A5**: Climate Change Adaptation
  - Score: 2.00

- **A6**: Inventory of Tourism Assets & Attractions
  - Score: 2.00

- **A7**: Planning Regulations
  - Score: 1.2

- **A8**: Access for All
  - Score: 2.00

- **A9**: Property Acquisitions
  - Score: 2.00

- **A10**: Visitor Satisfaction
  - Score: 1.90

- **A11**: Sustainability Standards
  - Score: 0.89

- **A12**: Safety & Security
  - Score: 2.20

- **A13**: Crisis & Emergency Management
  - Score: 0.80

- **A14**: Promotion
  - Score: 2.00

- **B1**: Economic Monitoring
  - Score: 1.60

- **B2**: Local Career Opportunities
  - Score: 2.50

- **B3**: Public Participation
  - Score: 1.62

- **B4**: Local Community Opinion
  - Score: 1.00

- **B5**: Local Access
  - Score: 1.00

- **B6**: Tourism Awareness & Education
  - Score: 2.00

- **B7**: Preventing Exploitation
  - Score: 1.80

- **B8**: Support Community
  - Score: 1.00

- **B9**: Supporting Entrepreneurs & Fair Trade
  - Score: 1.50

- **C1**: Attraction Protection
  - Score: 2.00

- **C2**: Visitor Management
  - Score: 2.00

- **C3**: Visitor Behavior
  - Score: 1.7

- **C4**: Cultural Heritage Protection
  - Score: 2.50

- **C5**: Site Interpretation
  - Score: 1.80

- **C6**: Intellectual Property
  - Score: 2.00

- **D1**: Environmental Risks
  - Score: 0.50

- **D2**: Protection of Sensitive Environments
  - Score: 2.00

- **D3**: Wildlife Protection
  - Score: 2.50

- **D4**: Greenhouse Gas Emissions
  - Score: 0.50

- **D5**: Energy Conservation
  - Score: 1.50

- **D6**: Water Management
  - Score: 1.00

- **D7**: Water Security
  - Score: 1.00

- **D8**: Water Quality
  - Score: 1.00

- **D9**: Wastewater
  - Score: 0.75

- **D10**: Solid Waste Reduction
  - Score: 1.25

- **D11**: Light & Noise Pollution
  - Score: 1.90

- **D12**: Low-Impact Transportation
  - Score: 2.00
GSTC Assessment: Score Ratings for Criteria

Destination Management
- Tourism Seasonality Management
- Safety & Security
- Promotion
- Sustainable Tourism Strategy
- Monitoring
- Climate Change Adaptation
- Destination Management Organization

Visitor Satisfaction
- Crisis & Emergency Management
- Inventory of Tourism Assets & Attractions
- Planning Regulations
- Access for All
- Property Acquisitions
- Sustainability Standards

Social & Economic Benefits
- Tourism Education & Awareness
- Local Career Opportunities
- Public Participation
- Local Access
- Local Community Opinion

- Economic Monitoring
- Support for Community
- Supporting Local Entrepreneurs & Fair Trade
- Preventing Exploitation
GSTC Assessment: Score Ratings for Criteria

Natural & Cultural Asset Management
- Cultural Heritage Protection
- Intellectual Property
- Attraction Protection
- Visitor Behavior
- Visitor Management
- Site Interpretation

Environmental Sustainability
- Protection of Sensitive Environments
- Environmental Risks
- Greenhouse Gas Emissions
- Energy Conservation
- Water Management
- Water Security
- Wildlife Protection
- Wastewater
- Water Quality
- Solid Waste Reduction
- Light & Noise Pollution
- Low Impact Transportation
Performance commensurate with international best practice – excellent performance (green) was found for 4 criteria—9.8% of GSTC’s standard.

Performance rating was good with some improvements needed of 14 out 41 criteria, or 34.1% in yellow.

GSTC Criteria presented in medium risk (17 criteria, or 41.5% in pink)

High risk of 6 criteria, or 14.6% in red
GSTC Assessment: Examples of Good Practices
GSTC Assessment: Examples of Good Practices
GSTC Assessment : Examples of Good Practices
GSTC Assessment: Examples of Good Practices
GSTC Assessment: Examples of High Risk

We are going to present in a comprehensive way the major issues for the City of Dubrovnik implementing the scoring outcomes and possible opportunities for development.
<table>
<thead>
<tr>
<th>GSTC Pillars</th>
<th>Main 16 Issues Identified in GSTC Destination Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination Management</td>
<td>1. Destination Management Organization (A2)</td>
</tr>
<tr>
<td></td>
<td>2. Comprehensive Monitoring and Data-Driven Decision-making (A3)</td>
</tr>
<tr>
<td></td>
<td>3. Climate Change Mitigation and Adaptation (A5)</td>
</tr>
<tr>
<td></td>
<td>4. Tracking of Visitor Satisfaction (A10)</td>
</tr>
<tr>
<td></td>
<td>5. Sustainability Standards (A11)</td>
</tr>
<tr>
<td></td>
<td>7. Crisis &amp; Emergency Management (A13)</td>
</tr>
<tr>
<td>Social &amp; Economic Benefits</td>
<td>8. Diversify Economic Base to Develop Experiences Reflecting Distinctive Dubrovnik Natural &amp; Cultural Assets (B2)</td>
</tr>
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<td></td>
<td>9. Resident Satisfaction &amp; Public Participation in Destination Decision Making (B3)</td>
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<td></td>
<td>10. Support for local entrepreneurs (B9)</td>
</tr>
<tr>
<td></td>
<td>11. Traveler Engagement in Community and Local Benefits (B5)</td>
</tr>
<tr>
<td>Natural &amp; Cultural Asset</td>
<td>12. Visitor Management System to Protect Sites and Attractions (C2)</td>
</tr>
<tr>
<td>Management</td>
<td>13. Visitor Education and Behavior (C3)</td>
</tr>
<tr>
<td></td>
<td>14. Code of practice for tour guides and tour operators (C3)</td>
</tr>
<tr>
<td>Environmental Sustainability</td>
<td>15. Environmental and Natural Resource Infrastructure &amp; Awareness (D2) &amp; Wastewater (D9)</td>
</tr>
<tr>
<td></td>
<td>16. Management of Light and Noise Pollution (D11)</td>
</tr>
</tbody>
</table>
6. Transport and Traffic Control

- Regulation of transport providers to achieve roadway capacity and traffic management plans
- Data-driven control of traffic flows
1. DMO & Destination Plan Incorporating All GSTC Criteria and Indicators
2. Comprehensive Monitoring and Data-Driven Decision-making
3. Climate Change Mitigation and Adaptation
4. Tracking of Visitor Satisfaction
5. Sustainability Standards
6. Transport and Traffic Control
7. Crisis & Emergency Management
8. Diversify Economic Base to Develop Experiences Reflecting Distinctive Dubrovnik Natural and Cultural Assets
9. Support for Local Entrepreneurs
10. Resident Satisfaction and Public Participation in Destination Decision Making
11. Traveler Engagement in Community and Local Benefits
12. Visitor Management System to Protect Sites and Attractions
13. Visitor Education and Behavior
14. Code of Practice for Tour Guides and Tour Operators
15. Environmental and Natural Resource Infrastructure and Awareness
16. Management of Light and Noise Pollution
Based on Prioritized Areas of Focus

- Sustainability Standards
- Environmental and Natural Resource Infrastructure and Awareness
- Crisis and Emergency Management
- Transport and Traffic Control
- Resident Satisfaction & Public Participation in Destination Decision Making
- Support for Local Entrepreneurs
### GSTC Assessment: Design Projects & Action Planning

#### Project Idea #2.3: Educate and Incentivize Responsible Resource Use

**Key Project Objectives**
- Increase responsible resource use in private and public sectors
- Increase energy and water efficiency
- Minimize waste production

**Key Project Activities**
- Public and Business education in environmental and natural resource conservation issues (including separation of waste, minimizing single-use plastic etc.)
- Creation of a comprehensive monitoring system (on-line, real time or quasi real time) on several resources (water, energy, air quality), introducing sub-metering devices and new technology implementation, even in the old city region
- Construction of the water purification facility
- Creation of a map for noise and illumination in all parts of the City of Dubrovnik
- Creation of an inventory of buildings with low energy efficiency and introduction of cases with important renovation / retrofit potential
- Generation of environmental impact assessments based on scientific data and field work collected data

**Potential Project Partners**
- The City Of Dubrovnik, Inspection Services, The Port Authorities, The Department For Health Inspection
- "VODOVOD"
- The City Of Dubrovnik
- The City Of Dubrovnik, "DOMOUPRAVA"- Building Maintenance Company
- "Ministry Of Environmental Protection And Energy"

**Expected Project Results**
- Increase in energy efficiency especially in buildings
- Creation of studies for EU or Country financial support
- Implementation of monitoring and evaluation systems
- Generation of ecosystem services and sustainability
- Creation of Educational, informative and interpretation panels

**Indicators of Success**
- Number of retrofitted buildings
- Number of sub meters installed
- Kwh of saved energy and m3 of saved water
- Improved performance as measured by data collected
Dubrovnik’s 2019 GSTC Destination Assessment and Action Plan represents the City’s commitment to moving tourism toward a sustainable future.

The Destination Assessment results confirm that the City of Dubrovnik currently lacks many enforced and unified systems to promote sustainable tourism in the destination, and considerable work needs to be done to ensure Destination sustainability.

Dubrovnik’s impressive score on GSTC Criterion A2 (Destination Management Organization) indicates the City has a well-functioning model of public-private sector collaboration in place that positions Dubrovnik well to address the issues identified in this Assessment.

Further studies and projects are recommended to support integrated visitor and economic flows between the Old City and the rest area of the City of Dubrovnik. Implementation of an integrated plan for sustainable development will be the answer for years to come.

We encourage the City of Dubrovnik to promote the actions needed to guarantee the future sustainable development of the destination for the benefit of the local community and natural environment, like more detailed analysis of the findings of the Assessments and the Actions plan, in parallel with the creation of a Sustainable Tourism Strategy.

OVERALL SCORE OF DESTINATION : 70% OF THE EXCELLENT PERFORMANCE
Acknowledgements

A number of officials and individuals contributed to this GSTC Destination Assessment and action plan, including Mayor Mato Franković, Deputy Mayor Jelka Tepšić, Deputy Mayor Orlanda Tokić, President Marko Potrebica, Project Manager of Respect the City Ranko Milić, Head of Dubrovnik Tourist Board convention office Romana Vlašić, Municipal Department Heads Marijeta Hladilo, Marko Miljanić, Ana Hilje, Jelena Lončarić, Dživo Brčić, Đuro Šutalo, Zlatko Uršić, Zrinka Raguž, Zdenko Medović, Nada Medović, Ivan Bajić, Silva Vlašić, Srđan Todorovski, and Anita Burić, City Development Agency’s, Marina Lazarević

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Website: [www.gstcouncil.org](http://www.gstcouncil.org) / [GSTC Criteria](http://www.gstcouncil.org)

Facebook: [@GlobalSustainableTourismCouncil](https://www.facebook.com/@GlobalSustainableTourismCouncil)