



Destination Assessment of the City of Dubrovnik

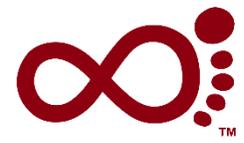
Report Presentation

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 Members

Booking.com

Hilton

TUI GROUP

agoda

airbnb



IHG
InterContinental Hotels Group

transat

bookdifferent.com



ITB
BERLIN

MARINA BAY Sands
SINGAPORE

PEAK
DESTINATION MANAGEMENT COMPANY

N natural
habitat
ADVENTURES

PATA
Pacific Asia Travel Association

**Innovation
Norway**

Malta
Tourism Authority

botswana
tourism

wonderful
indonesia

Taiwan
THE HEART OF ASIA



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



Bodies Certifying to
GSTC Accredited
Certification Programs



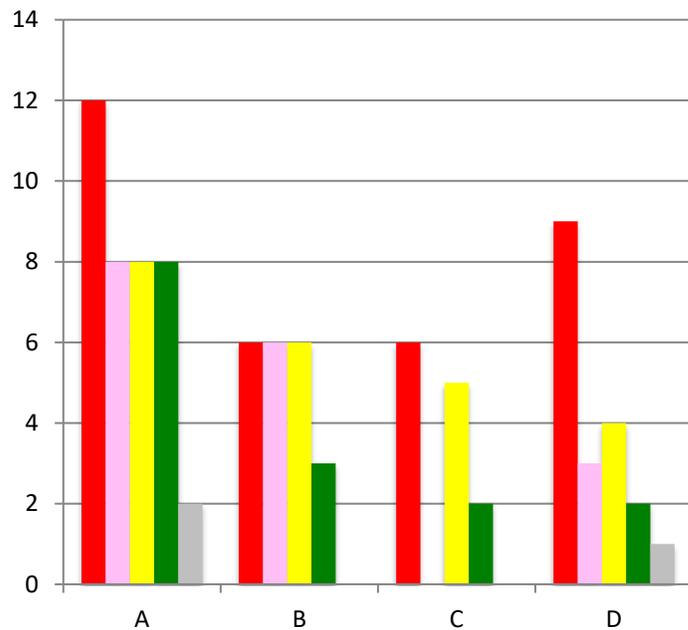
Hotels /
Tour Operators / Destinations



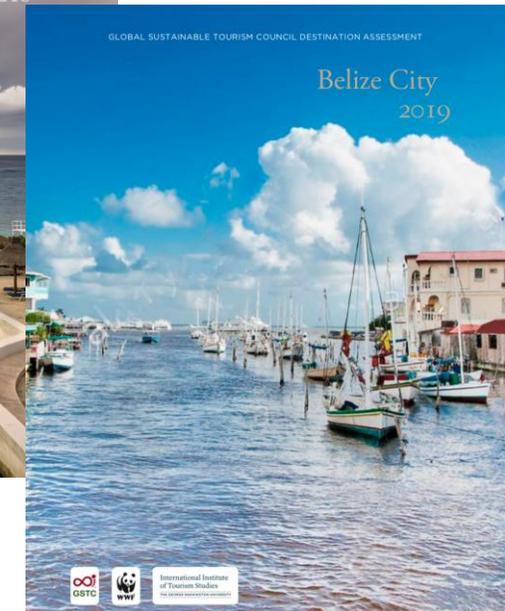
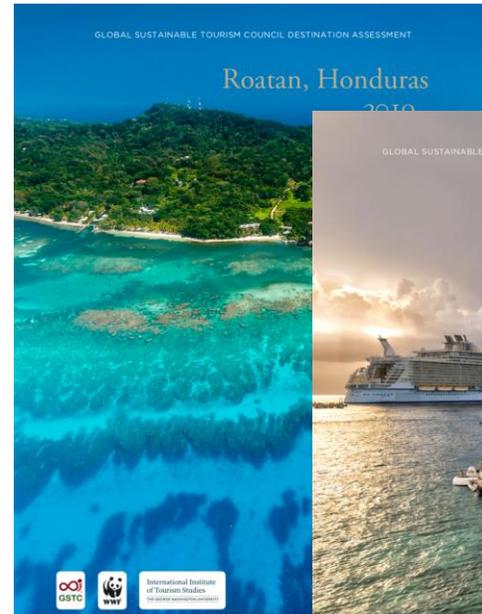
GSTC Destinations Program

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.

- City of Dubrovnik
- Dubrovnik Tourism Board
- Dubrovnik Development Agency

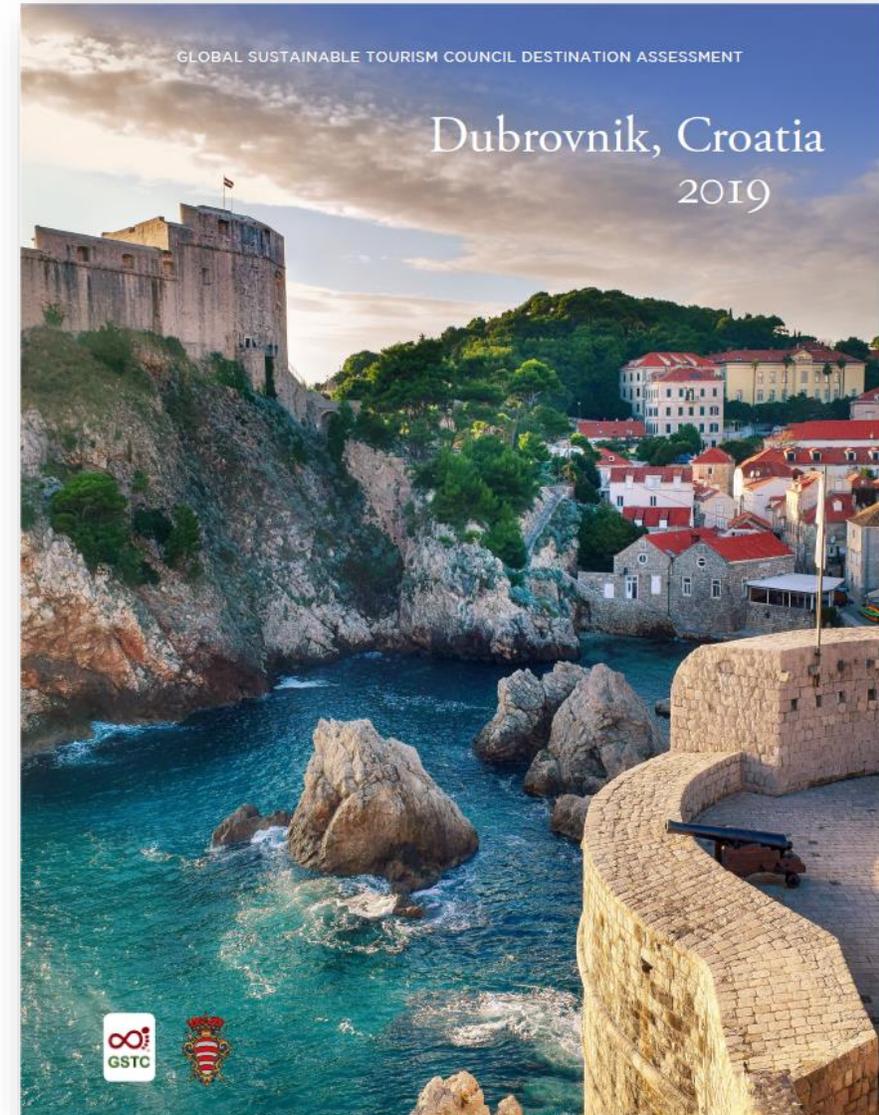


Turistička zajednica
grada Dubrovnika
Dubrovnik
Tourist Board



Thank you to all the local organizations and individuals who made this week possible!

Overview of GSTC Destination Assessment Report, Scoring System, Process



Assessment Process and Outputs

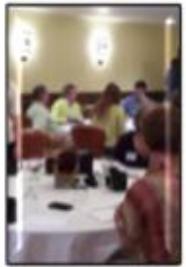


Stakeholder	Role	Interest	Influence
Government	Regulator	High	High
Local Community	Resident	Medium	Low
Industry	Operator	High	High
Academics	Researcher	Low	Low
Media	Communicator	Medium	Medium
NGOs	Advocate	Medium	Medium
Investors	Financier	High	High
Suppliers	Service Provider	Medium	Medium
Travelers	Customer	High	Low
Local Businesses	Partner	Medium	Medium
International Organizations	Partner	High	High

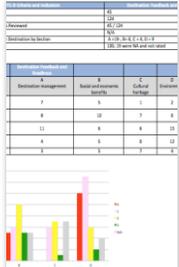
1. Stakeholder and Document Mapping



2. Stakeholder Consultation and Site Visits



3. Closing & Action Planning Workshop



4. GSTC Assessment 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



Preparation of preliminary results presentation



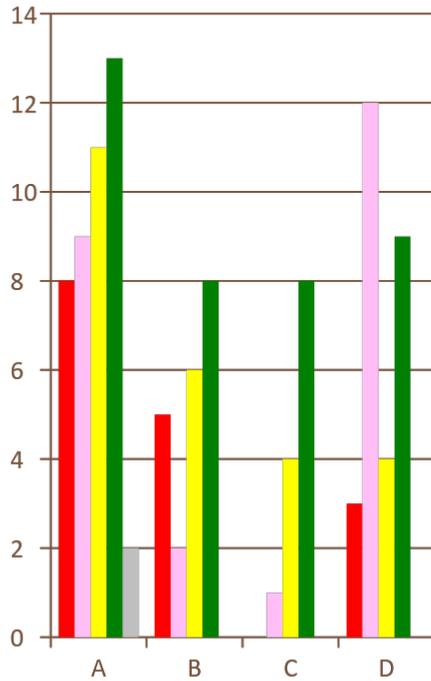
Presentation of Preliminary results in the closing event



Conducting the Action Planning workshop with stakeholders



Sustainable Destination Management



Social & Economic Benefits



Support of Culture & Heritage



Environmental Sustainability

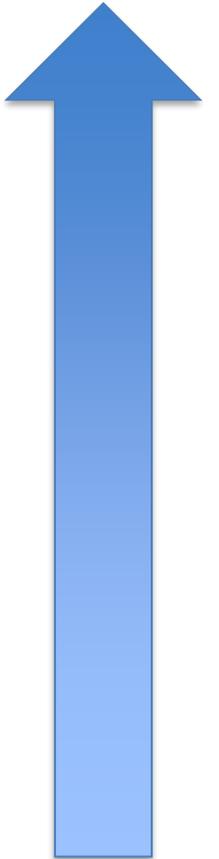


Assessment (Total Score)

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

Criteria (41 in 4 Pillars)

Indicators (105 in 41 criteria, in 4 Pillars)



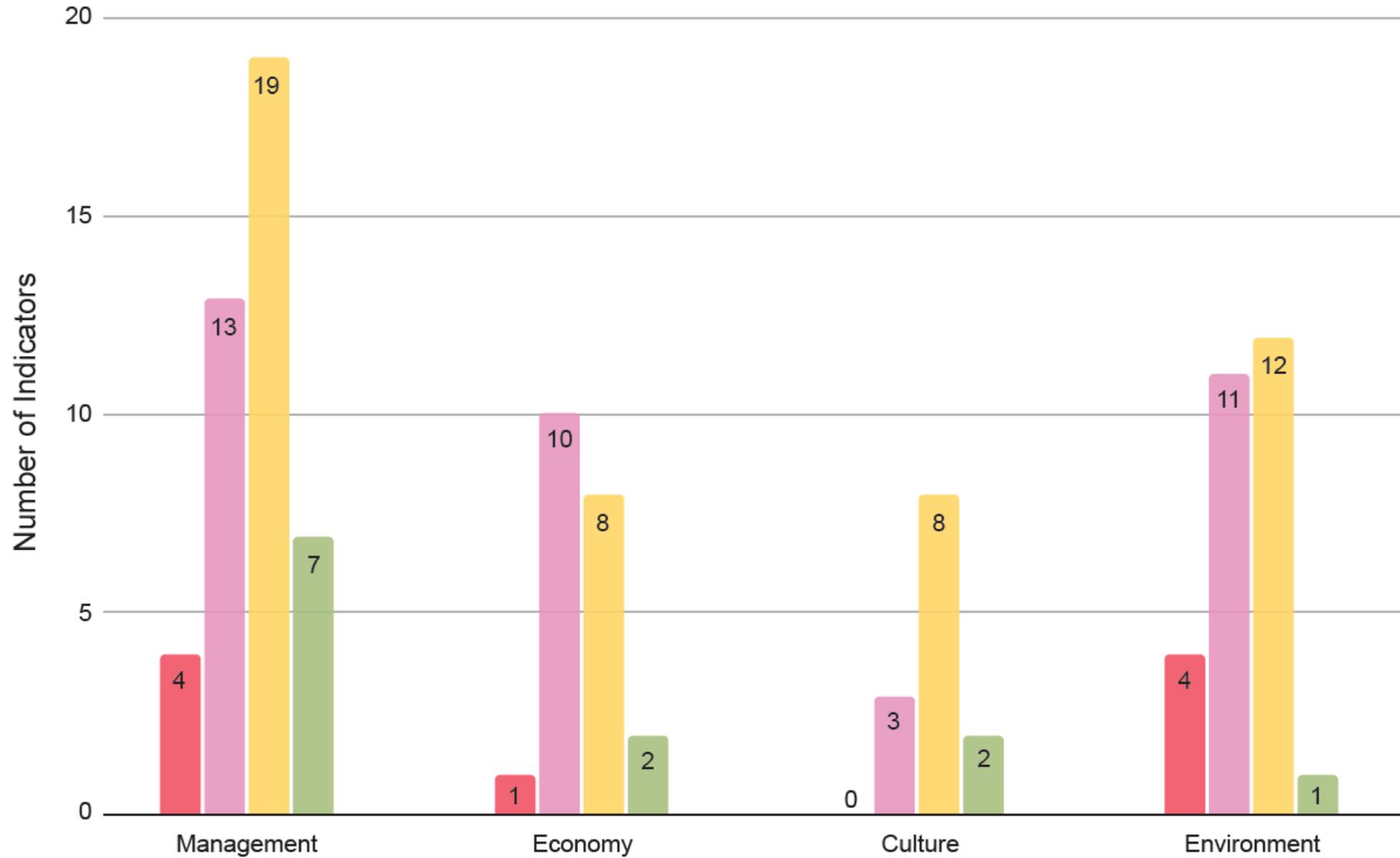
Indicators (105 in 41 criteria, in 4 Pillars)

Color	Green	Yellow	Pink	Red	N/A
Description	<i>Documentation of policy exists, and it is being implemented in an exemplary manner—on par with best practice. (excellent performance)</i>	<i>Documentation of policy exists, and it is being implemented in an acceptable manner, with some improvements identified. (good performance with some improvement needs)</i>	<i>Documentation of policy exists, and it is not being implemented—or vice versa. (low performance / middle risk)</i>	<i>No documentation of policy exists, and it is not being implemented. (no performance / high risk)</i>	<i>The indicator is not applicable to the destination</i>

GSTC Assessment of City of Dubrovnik – Scoring

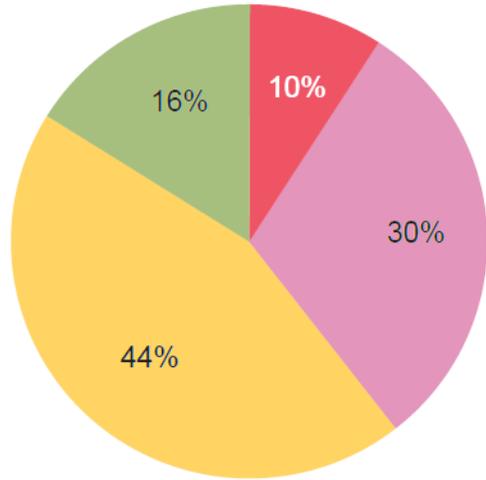
GSTC Sections	A	B	C	D	Total Number of Indicators by Color
	Destination Management	Social & Economic Benefits	Natural & Cultural Heritage Management	Environmental Sustainability	
Total Indicators Scored Green	7	2	2	1	12
Total Indicators Scored Yellow	19	8	8	12	47
Total Indicators Scored Pink	13	10	3	11	37
Total Indicators Scored Red	4	1	0	4	9
Total Indicators N/A	0	0	0	0	0
Total Number of Indicators by Section	43	21	13	28	105

Another GSTC Assessment Example – Scoring

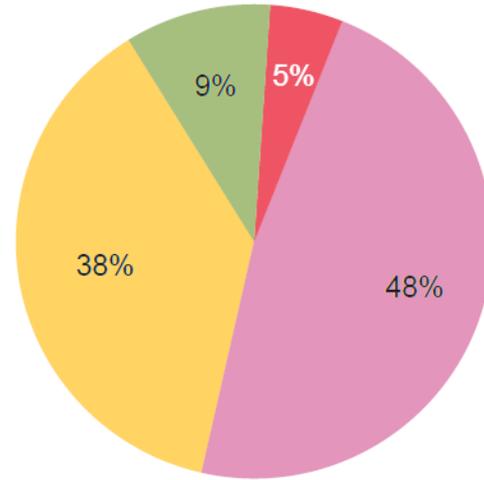


GSTC Assessment: Distribution Of Ratings

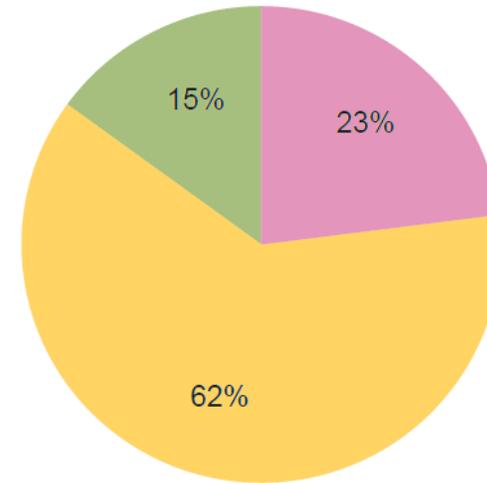
Management



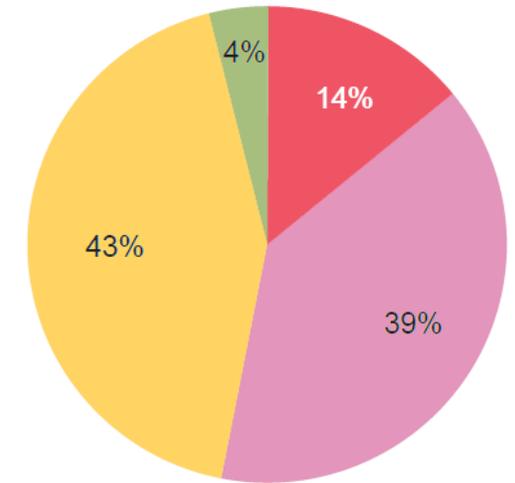
Economy



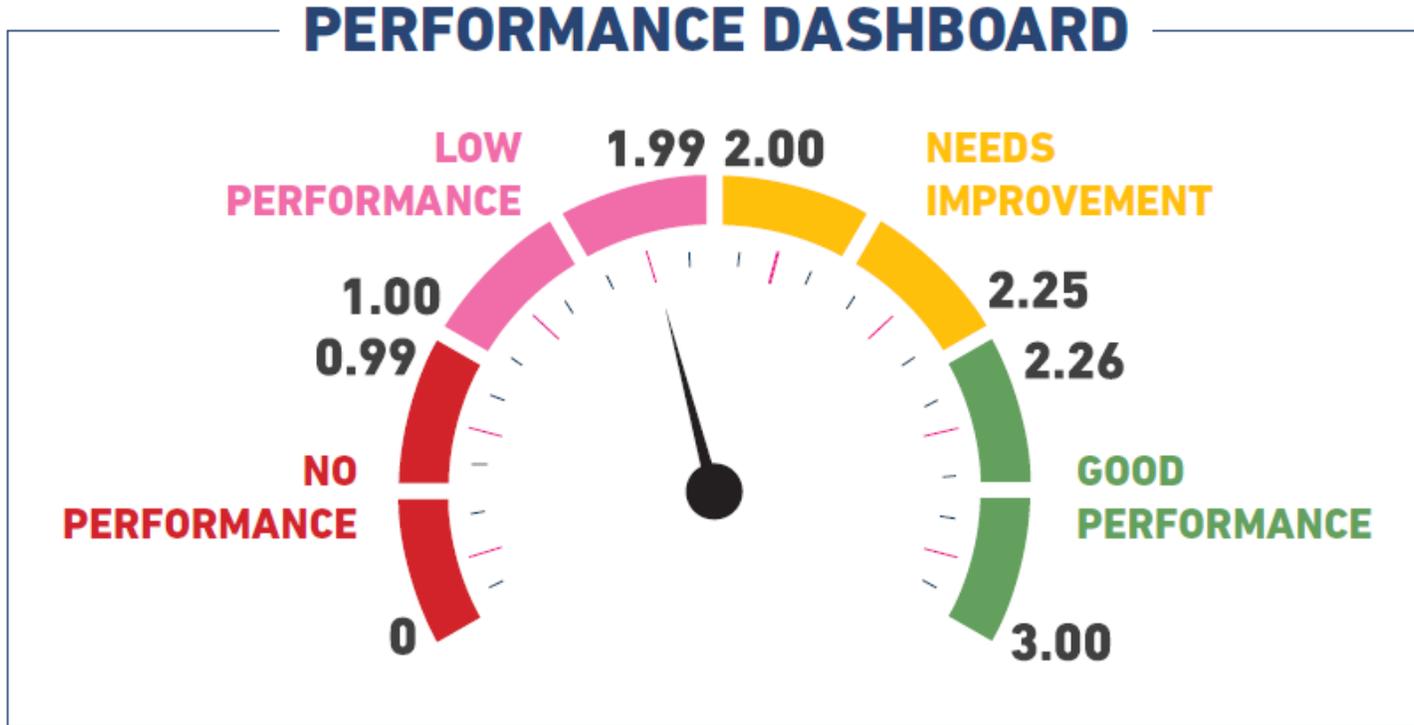
Culture



Environment



GSTC Assessment: Score Ratings for Criteria



CRITERIA NUMBER	CRITERIA NAME	SCORE
A1	Sustainable Destination Strategy	2.20
A2	Destination Management Organization	2.60
A3	Monitoring	0.67
A4	Tourism Seasonality Management	2.00
A5	Climate Change Adaptation	2.00
A6	Inventory of Tourism Assets & Attractions	2.00
A7	Planning Regulations	1.70
A8	Access for All	2.00
A9	Property Acquisitions	2.00
A10	Visitor Satisfaction	1.00
A11	Sustainability Standards	0.50
A12	Safety & Security	2.20
A13	Crisis & Emergency Management	0.80
A14	Promotion	2.00
B1	Economic Monitoring	1.00
B2	Local Career Opportunities	2.50
B3	Public Participation	1.50
B4	Local Community Opinion	1.00
B5	Local Access	1.00
B6	Tourism Awareness & Education	2.00
B7	Preventing Exploitation	1.50
B8	Support Community	1.00
B9	Supporting Entrepreneurs & Fair Trade	1.50
C1	Attraction Protection	2.00
C2	Visitor Management	2.00
C3	Visitor Behavior	1.50
C4	Cultural Heritage Protection	2.50
C5	Site Interpretation	1.80
C6	Intellectual Property	2.00
D1	Environmental Risks	0.50
D2	Protection of Sensitive Environments	2.00
D3	Wildlife Protection	2.50
D4	Greenhouse Gas Emissions	0.50
D5	Energy Conservation	1.50
D6	Water Management	1.00
D7	Water Security	1.00
D8	Water Quality	1.67
D9	Wastewater	0.75
D10	Solid Waste Reduction	1.25
D11	Light & Noise Pollution	1.50
D12	Low-Impact Transportation	2.00

GSTC Assessment: Score Ratings for Criteria

Destination Management

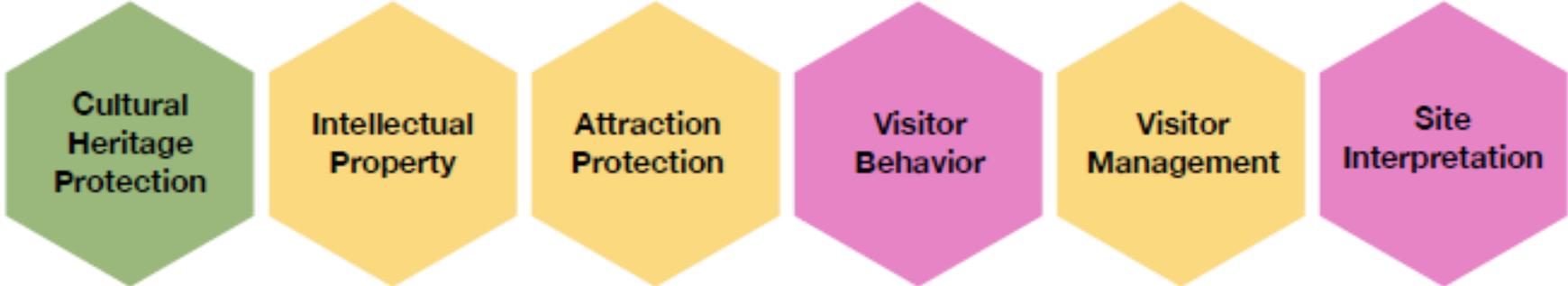


Social & Economic Benefits

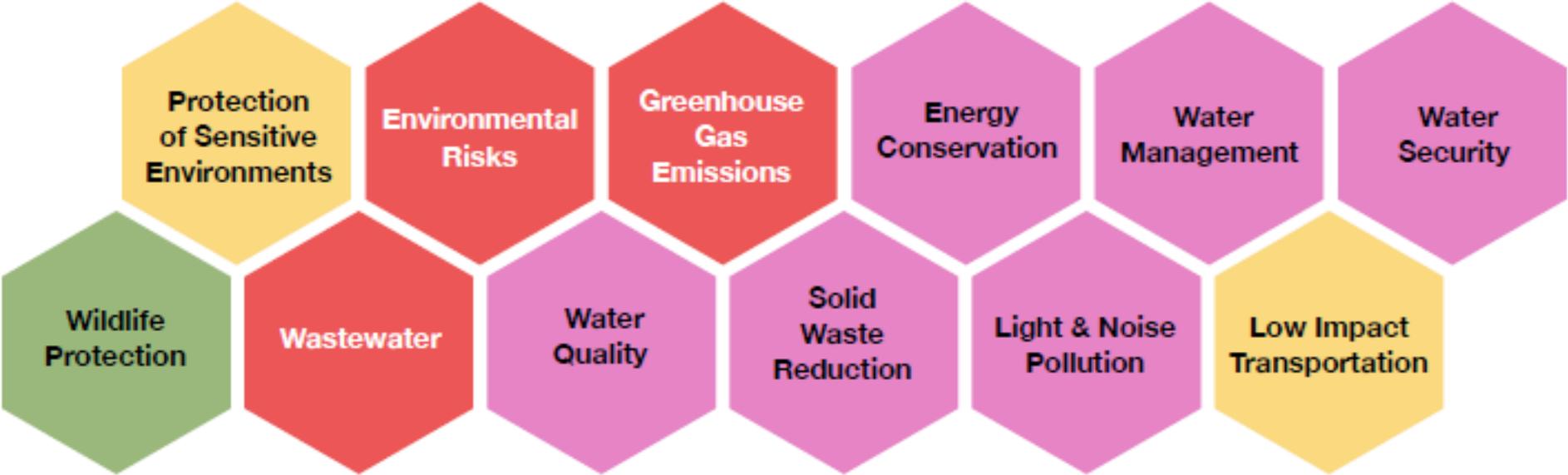


GSTC Assessment: Score Ratings for Criteria

Natural & Cultural Asset Management



Environmental Sustainability



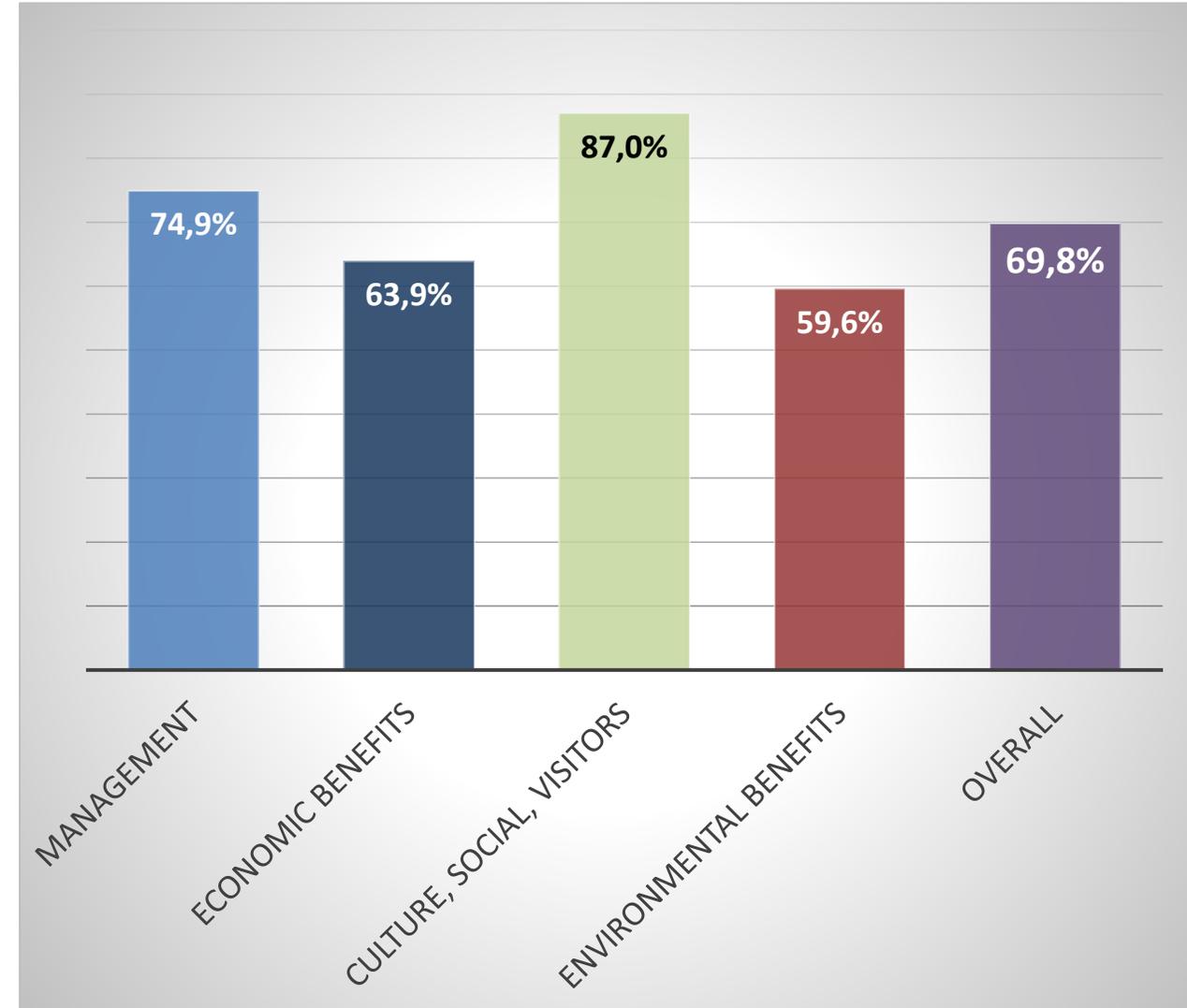
GSTC Assessment: Score for Criteria / Pillars / Assessment

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.

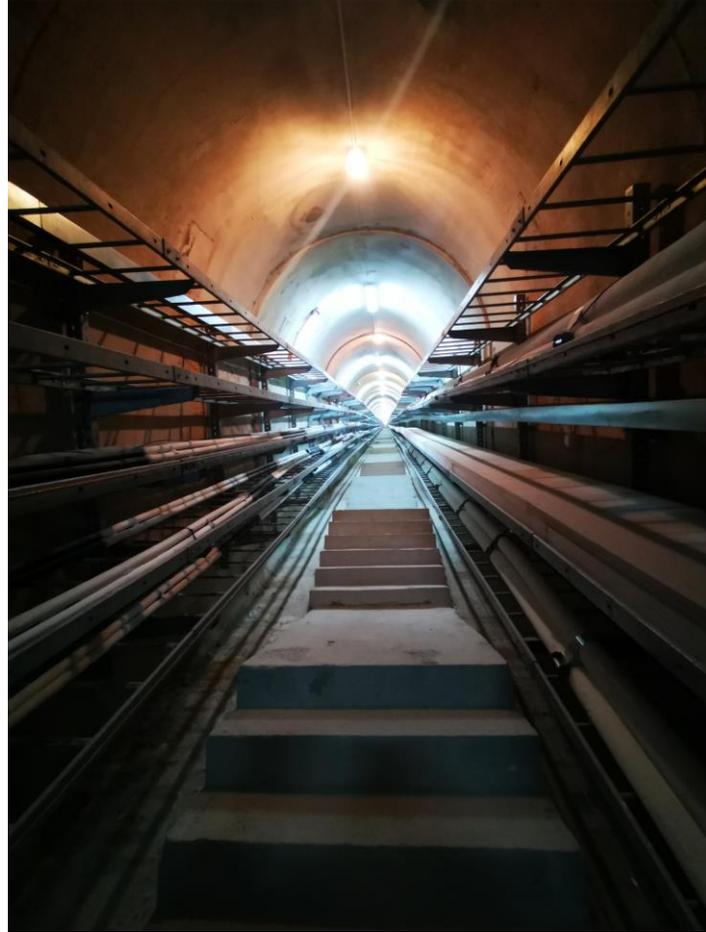
GSTC Criteria presented in medium risk (17 criteria, or 41.5% in pink)

High risk of 6 criteria, or 14.6% in red



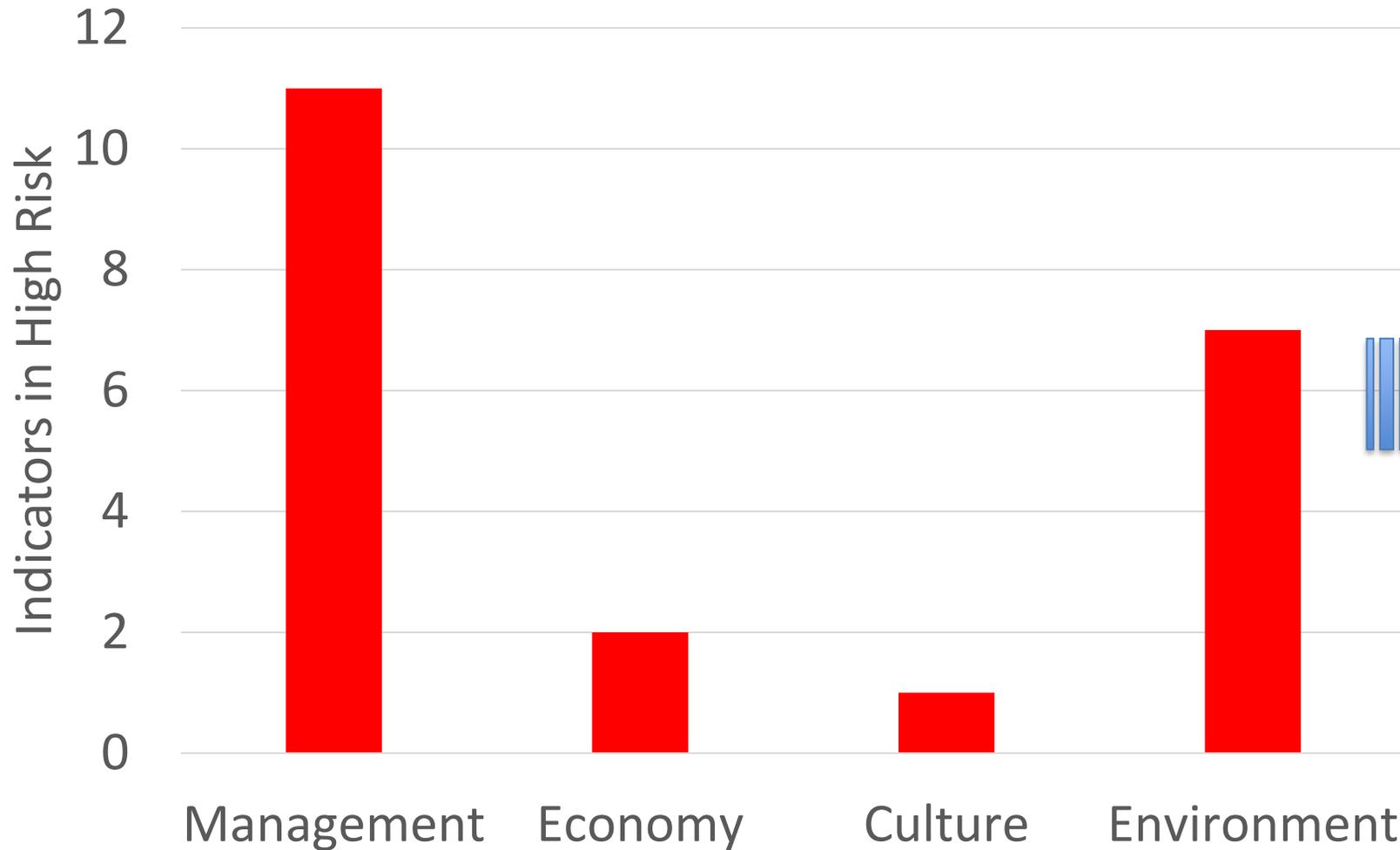


GSTC Assessment : Examples of Good Practices









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

GSTC Pillars	Main 16 Issues Identified in GSTC Destination Assessment
Destination Management	<ol style="list-style-type: none"> 1. Destination Management Organization (A2) 2. Comprehensive Monitoring and Data-Driven Decision-making (A3) 3. Climate Change Mitigation and Adaptation (A5) 4. Tracking of Visitor Satisfaction (A10) 5. Sustainability Standards (A11) 6. Safety and Security / Transport and Traffic Control (A12) 7. Crisis & Emergency Management (A13)
Social & Economic Benefits	<ol style="list-style-type: none"> 8. Diversify Economic Base to Develop Experiences Reflecting Distinctive Dubrovnik Natural & Cultural Assets (B2) 9. Resident Satisfaction & Public Participation in Destination Decision Making (B3) 10. Support for local entrepreneurs (B9) 11. Traveler Engagement in Community and Local Benefits (B5)
Natural & Cultural Asset Management	<ol style="list-style-type: none"> 12. Visitor Management System to Protect Sites and Attractions (C2) 13. Visitor Education and Behavior (C3) 14. Code of practice for tour guides and tour operators (C3)
Environmental Sustainability	<ol style="list-style-type: none"> 15. Environmental and Natural Resource Infrastructure & Awareness (D2) & Wastewater (D9) 16. Management of Light and Noise Pollution (D11)

DESTINATION SUSTAINABILITY MANAGEMENT

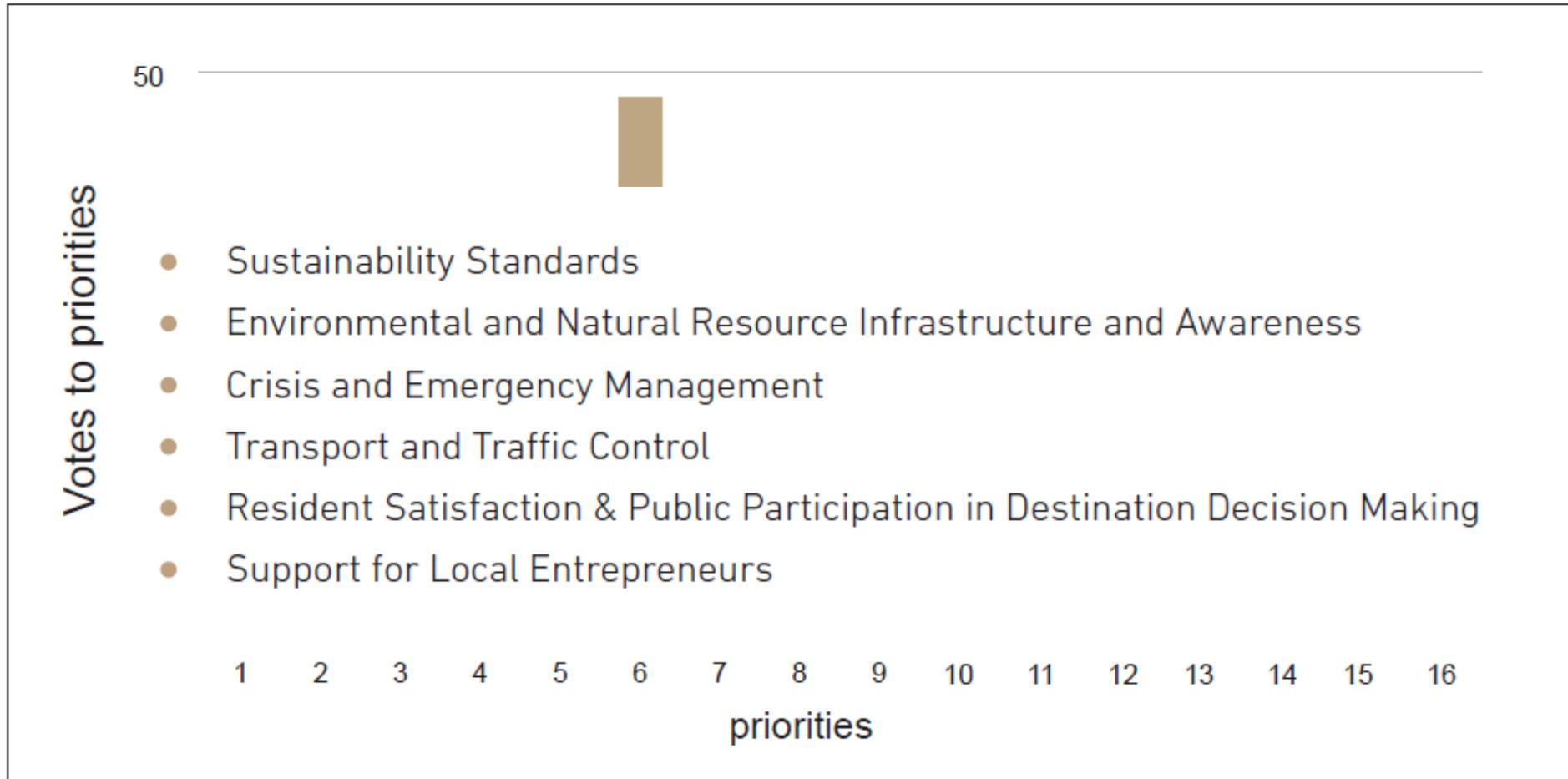
6. Transport and Traffic Control

- 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**





Project Idea #2.3: Educate and Incentivize Responsible Resource Use	
Key Project Objectives <ul style="list-style-type: none"> • Increase responsible resources use in private and public sectors • Increase energy and water efficiency • Minimize waste production 	
Key Project Activities <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • "ČISTOĆA"- Utility Company, Waste Management Co, The City Of Dubrovnik • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 Priority Issue 2 – Environmental and Natural Resources Infrastructure and Awareness

Project Idea #2.3: Educate and Incentivize Responsible Resource Use			
Key Project Objectives	<ul style="list-style-type: none"> Increase responsible resources use in private and public sectors Increase energy and water efficiency Minimize waste production 		
Key Project Activities	<table border="0"> <tr> <td> <ul style="list-style-type: none"> 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 </td> <td> Potential Project Partners <ul style="list-style-type: none"> "CISTOCA"- Utility Company, Waste Management Co, The City Of Dubrovnik 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" </td> </tr> </table>	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> "CISTOCA"- Utility Company, Waste Management Co, The City Of Dubrovnik 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"
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Expected Project Results	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Priority Issue 4 – Transport and Traffic Control

Project Idea #4.1: Smart City Solutions, Traffic Control and Regulation			
Key Project Objectives	<ul style="list-style-type: none"> To reduce traffic congestion and improve traffic flow To regulate 'hot' issues on traffic control To leverage innovation and research to inform transport outcomes 		
Key Project Activities	<table border="0"> <tr> <td> <ul style="list-style-type: none"> Select a monitoring system for controlling the movement of vehicles Upgrade the Traffic Control Centre Introduce regulation of transport providers to achieve roadway capacity and traffic management plans Merchandise delivery inside the city core Introduce a dynamic system for traffic signaling (green wave, cameras, sensors) Taxi vehicles color regulation </td> <td> Potential Project Partners <ul style="list-style-type: none"> Administrative Office For Traffic, Dubrovnikneretva County Police Department The City Of Dubrovnik; Dubrovnikneretva County Police Department The Republic Of Croatia; The City Of Dubrovnik Administrative Office For Traffic, Dubrovnikneretva County Police Department The Republic Of Croatia; The City Of Dubrovnik The Republic Of Croatia; The City Of Dubrovnik </td> </tr> </table>	<ul style="list-style-type: none"> Select a monitoring system for controlling the movement of vehicles Upgrade the Traffic Control Centre Introduce regulation of transport providers to achieve roadway capacity and traffic management plans Merchandise delivery inside the city core Introduce a dynamic system for traffic signaling (green wave, cameras, sensors) Taxi vehicles color regulation 	Potential Project Partners <ul style="list-style-type: none"> Administrative Office For Traffic, Dubrovnikneretva County Police Department The City Of Dubrovnik; Dubrovnikneretva County Police Department The Republic Of Croatia; The City Of Dubrovnik Administrative Office For Traffic, Dubrovnikneretva County Police Department The Republic Of Croatia; The City Of Dubrovnik The Republic Of Croatia; The City Of Dubrovnik
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Expected Project Results	<ul style="list-style-type: none"> Technology-driven traffic and visitor monitoring and management systems Improved traffic flow Adapted number of taxi vehicles according to the city's size 		
Indicators of Success	<ul style="list-style-type: none"> Data on vehicles around the Old City center Data on taxi and commercial transport at traffic peak times Percentage of City area with controlled traffic via the monitoring system 		



Dubrovnik Priority Issue 5 – Resident Satisfaction and Public Participation in Destination Decision Making

Project Idea #5.1: Resident Satisfaction Upscale			
Key Project Objectives	<ul style="list-style-type: none"> To boost public participation in City of Dubrovnik Budgeting and Decision Making To raise public awareness and involvement in the City Planning To increase resident satisfaction with destination decision making 		
Key Project Activities	<table border="0"> <tr> <td> <ul style="list-style-type: none"> Establish clear and transparent decision making process for projects, including access for the public to track project progress online Introduce a system for online public voting, referenda, and comment on projects Hold meetings where representatives of the City of Dubrovnik engage participants regarding decisions which concern them, finding a place for meetings and explaining the reasons behind reaching a decision Establish a Residence Satisfaction Index (KPI) Set up a fund for expanding home purchases for residents Introduce incentives and disincentives in favor of a live city </td> <td> Potential Project Partners <ul style="list-style-type: none"> The City Of Dubrovnik The City Of Dubrovnik The City Of Dubrovnik; Locals The City of dubrovnik; NGOs; Universities The City of dubrovnik; The Diocese; The Foundation "Blaga Djela"; Society of Friends of Dubrovnik Antiques The City; The Parliament The Government Quality of Life conditions - Health Care System, Education, Sports, Hobbies, Ecology, Infrastructure </td> </tr> </table>	<ul style="list-style-type: none"> Establish clear and transparent decision making process for projects, including access for the public to track project progress online Introduce a system for online public voting, referenda, and comment on projects Hold meetings where representatives of the City of Dubrovnik engage participants regarding decisions which concern them, finding a place for meetings and explaining the reasons behind reaching a decision Establish a Residence Satisfaction Index (KPI) Set up a fund for expanding home purchases for residents Introduce incentives and disincentives in favor of a live city 	Potential Project Partners <ul style="list-style-type: none"> The City Of Dubrovnik The City Of Dubrovnik The City Of Dubrovnik; Locals The City of dubrovnik; NGOs; Universities The City of dubrovnik; The Diocese; The Foundation "Blaga Djela"; Society of Friends of Dubrovnik Antiques The City; The Parliament The Government Quality of Life conditions - Health Care System, Education, Sports, Hobbies, Ecology, Infrastructure
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Expected Project Results	<ul style="list-style-type: none"> Clear process and transparency for destination decision making Greater and more open public participation in destination decisions 		
Indicators of Success	<ul style="list-style-type: none"> Number of city management Surveys Number of participation of locals at Decision Meetings High levels of Residence Satisfaction Index Increase in # of purchased and renovated apartments Availability of affordable housing for residents 		



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

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 Potrelica, 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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THANK YOU!

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