

Dubrovnik, Croatia

2019



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Dubrovnik, Croatia

2019

EXECUTIVE SUMMARY

Dubrovnik is one of the most prominent tourist destinations in the Mediterranean—known as “the pearl of the Adriatic”. Tourism to Dubrovnik has grown steadily in recent years. During 2013-2016, arrivals increased by 357,513, or by a quarter (28.80%). In 2018, Dubrovnik received almost 1.3 million overnight visitors. Additionally, Dubrovnik welcomes around 9,000-9,500 (9,334 at 22nd of August 2019) cruise passengers daily during peak season, divided equally in the morning and afternoon. While bolstering Dubrovnik’s economy, this growth has resulted in operational difficulties such as traffic congestion, overcrowding of sites and attractions, degradation of important assets, resident alienation, and other challenges.

To diagnose and begin addressing some of the stress points and plan for more sustainable management, the City of Dubrovnik commissioned a Global Sustainable Tourism Council (GSTC) Destination Assessment of the City, applying the GSTC Criteria for Destinations (Version 1, 2013) – The United Nations-founded standard for sustainable management of tourism destinations. The GSTC Destination Assessment was funded by the Cruise Lines International Association (CLIA) as part of CLIA’s partnership with Dubrovnik to collaboratively address tourism sustainability in the City. CLIA appreciates GSTC’s requirement that, as funder, CLIA is allowed no editorial input into the content of this report.

GSTC conducted the Destination Assessment in November-December 2019, working closely with Dubrovnik’s Tourism Board and Dubrovnik Development Agency. Applying GSTC’s Assessment methodology, GSTC reviewed law and policy documentation governing City management, and consulted about 70 key stakeholders and leading organizations from national and local government, private sector, NGOs and academia, and residents, through extensive meetings to evaluate the City’s performance against the GSTC Criteria for Destinations.

The GSTC standard covers four main pillars of destination sustainability: (1) destination policy and planning, (2) community involvement and benefits, (3) management of cultural and natural assets, and (4) environmental and natural resource management. The GSTC Destination Assessment of Dubrovnik found that considerable tourism management improvements are

GSTC urges the City to monitor progress adopting the GSTC standard, using these GSTC Assessment findings as a baseline.

needed to ensure long-term health of the destination. Of the 105 indicators in GSTC's standard, 12 (11.4%) were rated excellent, 47 (44.8%) were rated good with some improvements needed, 37 (35.2%) identified medium-risk areas, and 9 (8.6%) were flagged as high-risk areas.

In December 2019, based on GSTC's initial findings of the City's performance in these areas, 34 stakeholders participated in a workshop to prioritize their most urgent and important six issues to focus on in the coming period. Participants designed action projects to address the following issues they flagged as priorities:

- Sustainability Standards
- Environmental and Natural Resource Infrastructure and Awareness
- Crisis and Emergency Management
- Transport and Traffic Control
- Resident Satisfaction and Public Participation in Destination Decision Making
- Support for Local Entrepreneurs

This report presents GSTC's findings of Dubrovnik's performance along the GSTC Criteria for Destinations, and the community-designed roadmap to address stakeholders' priority risks. Dubrovnik's participation in this GSTC Destination Assessment, the first in Croatia, shows the City's commitment to destination stewardship. The GSTC Assessment took place before COVID-19 resulted in a full-blown global pandemic and economic crisis. Nevertheless, improving Dubrovnik's crisis and emergency management planning and response was defined as a priority for local stakeholders. The overall findings and action plan from the GSTC Destination Assessment can inform future initiatives to ensure sustainable management of Dubrovnik. GSTC applauds the City for taking this step and urges the City to continue monitoring progress adopting the GSTC standard, using these GSTC Assessment findings as a baseline.



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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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ACRONYMS

AECH	Association of Employers in Croatian Hospitality
ALH	Adriatic Luxury Hotels
AOCTA	Association of Croatian Travel Agencies
AOG	Association of Guides
AOTC	Association of Technical Culture
AOTG	Association of Tourist Guides
CC	City Council
CLIA	Cruise Lines International Association
COD	City of Dubrovnik
DURA	Dubrovnik Development Agency
ETA	Elite Travel Agency
GSTC	Global Sustainable Tourism Council
GSTC-D	Global Sustainable Tourism Council Criteria for Destinations
IUCN	International Union for Conservation of Nature
MICE	Meetings, Incentives, Conferences, and Exhibitions
MOT	Ministry of Tourism
NGO	Non-Governmental Organization
POD	Port of Dubrovnik
PPP	Public Private Partnership
RAC	Regional Activity Center
RTC	Respect the City Program
SME	Small and Medium-Sized Enterprises
TPD	Traffic Police Department
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United World Tourism Organization
UOD	University of Dubrovnik
WTTC	World Travel and Tourism Council

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INTRODUCTION

Dubrovnik is one of the most prominent tourism destinations in the Mediterranean. A seaport at the center of Dubrovnik-Neretva County and perched on the Adriatic Coast, Dubrovnik is known as “the pearl of the Adriatic”. Dubrovnik is a maritime economy, with tourism a key pillar. The City’s diversity and plethora of natural assets presents significant potential for a unique and extensive tourism ecosystem. Developing the many individual components into cohesive products and experiences as part of a well-organized tourism value chain, however, has proved challenging to destination managers to date.

Featuring world-renowned, UNESCO-designated natural, cultural, and historic assets, Dubrovnik presents a rich array of historical, architectural and cultural experiences for residents and visitors alike to enjoy. The robust local cultural sector has a long-standing track record of producing and organizing international performing arts events (e.g., Dubrovnik Summer Festival), exhibitions (e.g., Museum of Modern Art, Dubrovnik Museums, Museum of Natural History) and concerts (e.g., Dubrovnik Symphony Orchestra).



Tourism to Dubrovnik has grown steadily in recent years. Dubrovnik is at a crossroads facing a series of critical questions. What are the impacts of tourism on its natural and cultural sites and attractions? How well is the City currently managing these impacts to protect the integrity of the resources on which tourism is built? What are the policies and actions needed to more effectively manage the City to mitigate negative impacts and ensure long-term destination health?

In this context, and to help advance Dubrovnik’s strategic objective of pursuing balanced and sustainable tourism development, the Dubrovnik Municipality, with support of its Tourism Board, commissioned this Global Sustainable Tourism Council (GSTC) Destination Assessment to assess Dubrovnik’s compliance with the GSTC Criteria for Destinations (Version 1, 2013) – The United Nations-founded standard for tourism destination sustainability. The GSTC Destination Assessment was made possible by funding from the Cruise Lines International Association (CLIA), as part of CLIA’s partnership with the City of Dubrovnik for improved sustainable tourism management.

The GSTC Assessment took place from November–December 2019 and builds on the City’s robust foundation of initiatives to assess and improve sustainability of the tourism sector in Dubrovnik. The objective of the GSTC Destination Assessment is to assess the destination’s current and future capacity to sustain tourism in the long term. The holistic and participatory GSTC process addresses such questions as:

- How compliant is Dubrovnik today with internationally recognized indicators for sustainable destination management?
- What current good practices and key initiatives are improving Dubrovnik’s environmental, social, and economic sustainability, and what high-priority destination risks are undermining sustainability?
- What are the implications of risks for the visitor, resident, and business community experience?
- Of the risks identified, which do Dubrovnik stakeholders prioritize as most urgent and important?
- What practical actions and initiatives can address the high-priority risks identified?

The GSTC Destination Assessment facilitates systematic analysis charting a roadmap to meet GSTC’s internationally recognized standard for sustainable destination management, the GSTC Destination Criteria and Indicators (see Annex D).

The GSTC standard covers the four main categories of destination sustainability:

1. Sustainable destination management and governance;
2. Economic benefits to the local host community;
3. Protection of cultural heritage, community, and visitor well-being;
4. Environmental protection and conservation.

The GSTC Destination Assessment is not a certification program but is widely recognized as a critical tool for helping destinations improve their management practices—and prepare them, should they choose, to undertake certification by a GSTC accredited destination certification program.

This report presents the GSTC Destination Assessment findings and Dubrovnik stakeholder designed action plan for sustainable destination management of the City.

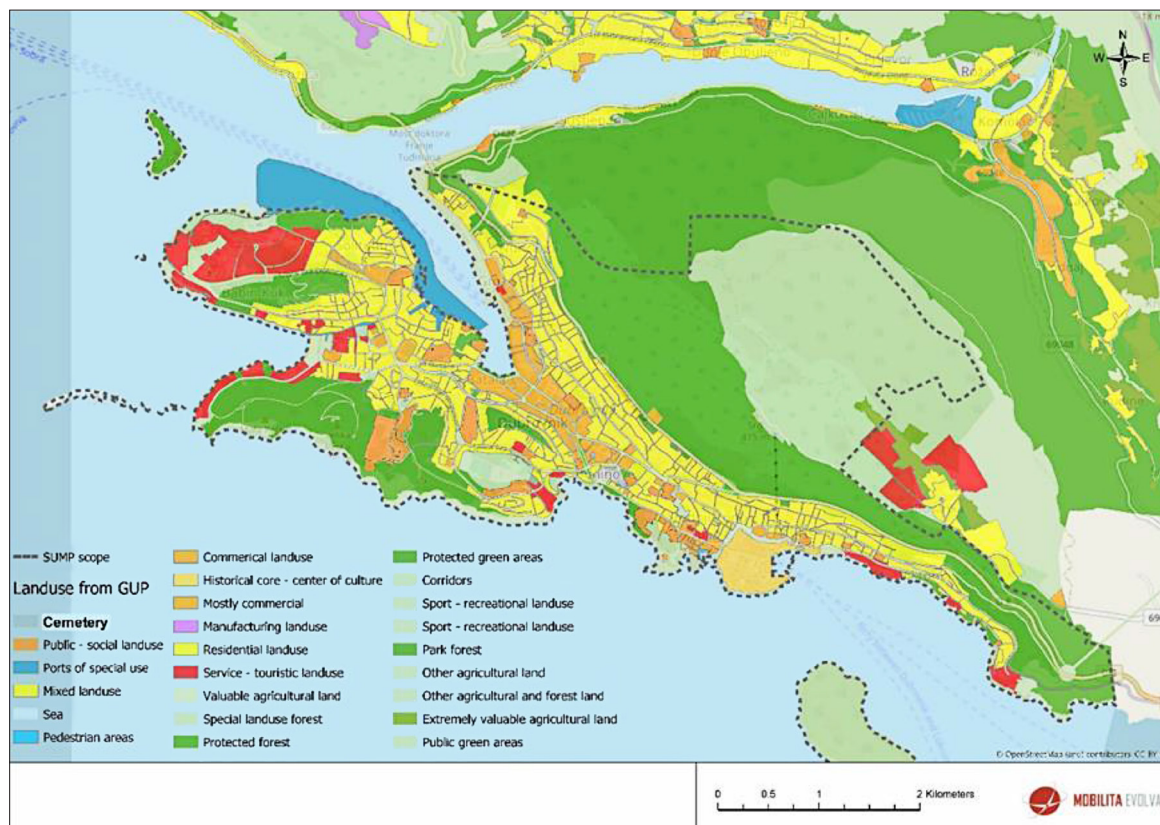


OVERVIEW OF TOURISM IN DUBROVNIK

A. Geography and Tourism Statistics

The City of Dubrovnik is the center of Dubrovnik-Neretva, the southernmost region, boasting the most marine territory (81%) in Croatia. Dubrovnik is one of 22 local governments in the Region—which contains four other cities and 17 municipalities.

Figure 1: Dubrovnik City Master Plan, Land Use Map and SUMP scope



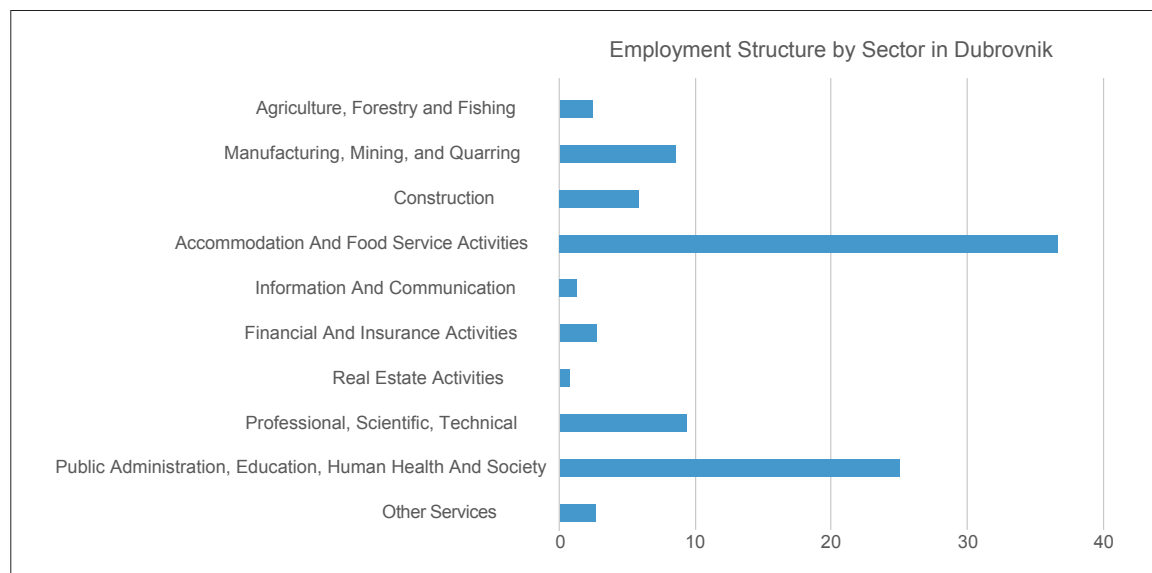
Dubrovnik–Neretva, divided by the Bosnia and Herzegovina border, is one of the most beautiful parts of the Mediterranean Region. It features dramatic and diverse attributes, from rugged coast, to mountains (Dinaric Alps), river delta (Neretva), and peninsula (Peljesac), with islands offshore. The coastline is indented and varies in type, from sheltered bays with exotic sandy beaches to steep cliffs facing the open sea.

The City of Dubrovnik employs 282 civil servants as well as staff of the public utility companies and 12 public cultural institutions. The official unemployment rate is one of the lowest in Croatia, 6.9%. Youth unemployment is high, however, with one in three unemployed persons aged 15-29 years old.

Dubrovnik's 2018 budget was about 94.2 million Euro. The economy is mostly oriented to hospitality and tourism. Agriculture and maritime transport are also critical drivers and the focus sectors for the microregion around the River Neretva, and island of Korčula, known for its shipbuilding industry. Renewable energy recently has been contributing significantly to the Dubrovnik economy, with demand increasing not only among the private sector but also a growing number of households in the region.

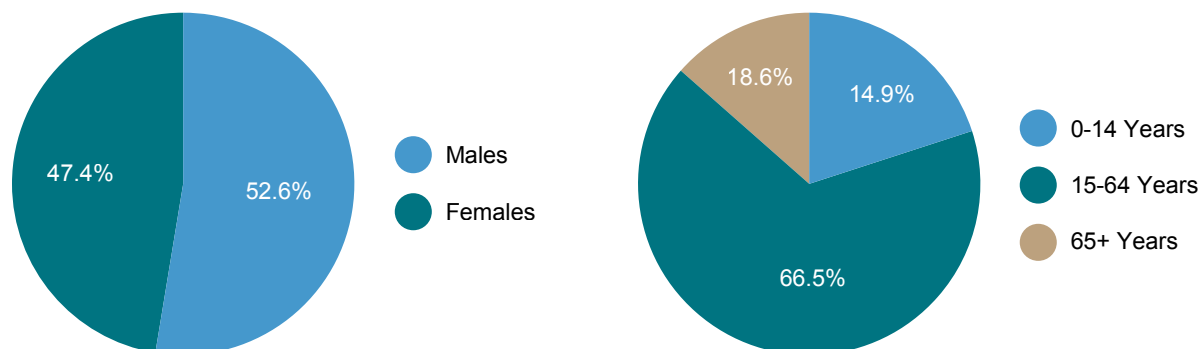
To capitalize on its natural assets including linkages between tourism and agriculture, Dubrovnik plans to further its focus on wine-growing and olive-growing, fisheries and mariculture, hospitality and tourism, shipping, road and port traffic, and environmentally friendly production. (Dubrovnik-Neretva Region Official Website, 2020)

Figure 2: Employment Structure by Sector in Dubrovnik



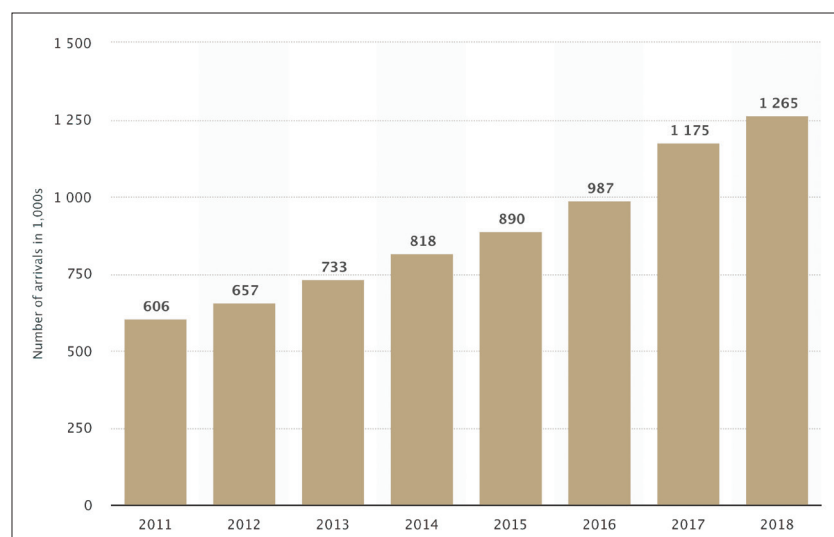
The City of Dubrovnik, with 36% of the total County population, economically dominates the region with 53% of total revenue, 58% of total tourism traffic and around 70% of total tourism revenue. Other than the City's nearest neighbors (Konavle, Župa Dubrovačka, Dubrovacko primorje and Elafiti Islands), other parts of the County are not currently tapping into potential economic linkages from tourism to Dubrovnik. According to the last population census from 2011, the Dubrovnik-Neretva Region has 122,568 inhabitants, which is 2.86% of the total Croatian population.

Figure 3: Information about the population structure in Dubrovnik (City Population, 2018)



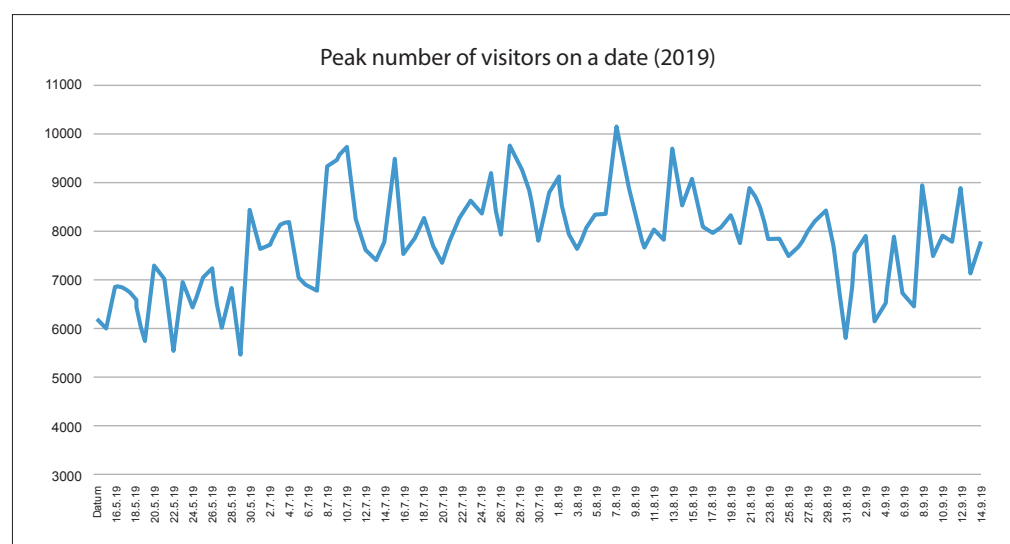
In 2018, Dubrovnik received almost 1.3 million overnight visitors. This does not include excursionists and cruise passengers that enter the City every day during peak season (a maximum of 9,334 was reported during August 2019).

Figure 4: Number of overnight tourist arrivals in Dubrovnik, Croatia from 2011 to 2018 (in thousands)



Between 2013-2016, tourism arrivals to Dubrovnik-Neretva County grew by 357,513 or by a quarter (28.8 %). Visitor traffic to the region is highly concentrated in Dubrovnik. In 2016, the City received as much as 61.77 % of all visitor arrivals in the county. The tourism season in the Dubrovnik-Neretva County runs successfully from April to September. Seasonality is a major factor in the Dubrovnik tourism economy, with 49.75 % of all overnight stays and 49.11 % of all arrivals for the entire year occurring in summer months. The average age of residents in the Dubrovnik-Neretva Region is 41.5 years—directly in the middle considering average age within Croatia. Largely due to extreme seasonality of its primary economic sector, tourism, Dubrovnik faces troubling population trends, including population decline, particularly among young people seeking year-round meaningful employment.

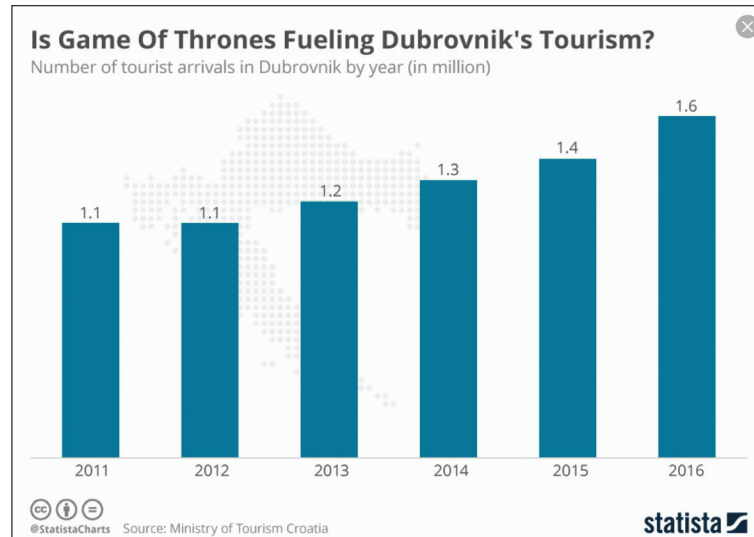
Figure 5: Peak number of visitors on a date (2019), DURA



Due to concentration of visitors during its high season, among other factors, Dubrovnik struggles with overcrowding during its peak months. The worldwide popularity of Game of Thrones, which was partially filmed in Dubrovnik, has also swelled total visitor numbers during summer months. Game of Thrones film tourism resulted in a 38% increase in tourist arrivals, a 29% increase in overnight stays and a 37% increase in City Walls admission tickets, compared to a mere 7% increase in

tourist arrivals, a 8% increase in overnight stays, and a 2% increase in City Walls admission tickets in the pre-Game-of-Thrones period. Most visited attractions are the Old Town, the City Walls and numerous fortresses that are all concentrated in a small place. This creates crowding, congestion, and increased dissatisfaction. (Segota, 2019)

Figure 6: Number of tourist arrivals in Dubrovnik by year (in millions) (Kessel, 2017)



Inexpensive flights also have contributed to tourism swells in Dubrovnik, making it easy and affordable to reach Dubrovnik from Europe for a short holiday. In fact, the average stay in Dubrovnik in 2017 was less than three days.

Figure 7: Activities while staying in Dubrovnik (TOMAS DUBROVNIK, 2018)

Activities While Staying In Dubrovnik	%
Activities	Total
Used public transport	88.9
Done city-sightseeing independently	82.2
Had drinks in restaurants/bars/hotels	63.3
Had a meal in restaurants	62.2
Had a shopping	61.1
Spent time on the beach	37.8
Taken an organized city-tour and/or tour of surrounding areas	36.7
Taken an organized city-tour	28.9
Taken an organized half-day tour of surrounding areas	17.8
Taken an organized full-day tour of surrounding areas	0.0
Visited tourist information centers	35.6
Visited museums/ galleries/ exhibitions	34.4
Attended concert	2.2
Independently toured surrounding areas	1.1
Used rent-a-car services	0.0

In recent years, municipal leaders in Dubrovnik have additionally been taking steps to address visitor flows from cruise tourism. In 2017, the city received around 742,000 passengers on 538 ships (Stieghorst, 2018), while for January to November 2019, the number of ships was equal to 518. In 2018, Mayor Mato Frankovic announced a strategy to cap the number of cruise ships to two per day, carrying a total of 5,000 tourists per day, with an aim to reduce overcrowding (i.e., Berth Allocation). The City began implementing this policy in 2019. As Mayor Mato Frankovic explained, "The key to the success of each destination is management. We have arranged a better schedule of arrivals and departures for cruise ships, thus significantly improving the flow of guests into the Old City of Dubrovnik." The cruise ships policy is to have 4,000 passengers from boats per one part of the day (meaning 4,000 in the morning, 4,000 in the afternoon), aiming mainly for 2021.

Additionally, Dubrovnik has entered a partnership with the Cruise Lines International Association to collaborate on initiatives to more sustainably manage cruise tourism in the City, including components such as:

- Undertaking this GSTC Destination Assessment to identify sustainability risks facing Dubrovnik and planning a roadmap to better destination stewardship;
- Engaging stakeholders including the local community and international organizations in establishing a dedicated working group for sustainable destination management;
- Communicating and implementing Dubrovnik's 2020 cruise ship berthing policy; and
- Developing a Respect the City visitor education campaign.

Figure 8: Level of satisfaction with elements of Dubrovnik supply by country of passenger's residence (TOMAS DUBROVNIK 2018)

Level Of Satisfaction With Elements Of Dubrovnik Tourism Supply By Country Of Passenger's Residence								
Elements of supply	Total	Italy	UK	Germany	USA	Spain	Other European Countries	Other non-European countries
Tidiness (clean streets, green areas/parks)	97.0	94.4	98.9	96.6	98.2	100.0	95.5	96.9
Personal safety	96.9	97.8	98.0	100.0	94.1	97.7	97.9	92.1
Atmosphere	96.4	92.6	95.6	94.9	99.8	92.3	99.2	100.0
Organized tour of the surrounding areas	95.6	-	84.5	100.0	100.0	-	100.0	100.0
Organized city-tour	90.0	74.8	92.3	94.7	85.0	100.0	87.8	90.3
Friendliness of locals	88.9	83.8	87.4	91.8	94.0	84.4	88.9	91.2
Friendliness of tourism and hospitality staff	81.5	84.0	76.4	74.5	85.1	74.5	83.2	92.0
Gastronomy	80.9	75.6	82.9	72.1	89.5	75.9	81.4	89.3
Tour-guides professionalism, foreign language competency	80.8	74.7	81.5	80.3	86.6	71.1	82.2	86.8
Accessibility, availability of brochures	69.5	63.6	71.0	59.0	79.0	69.5	71.3	75.9
Souvenirs	66.4	64.0	65.0	54.8	79.8	67.6	64.9	72.1
Quality of signage	66.2	53.5	58.4	74.5	73.5	61.5	74.9	69.1
Shopping opportunities	58.0	50.1	58.0	52.7	64.8	49.0	55.5	74.6
Traffic in the town	44.1	40.4	35.9	45.1	54.7	18.2	49.0	59.0
Overall impressions	97.4	95.6	98.9	96.6	95.1	97.3	98.1	100.0

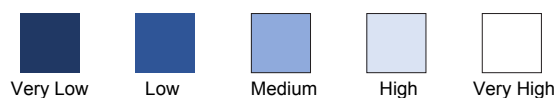
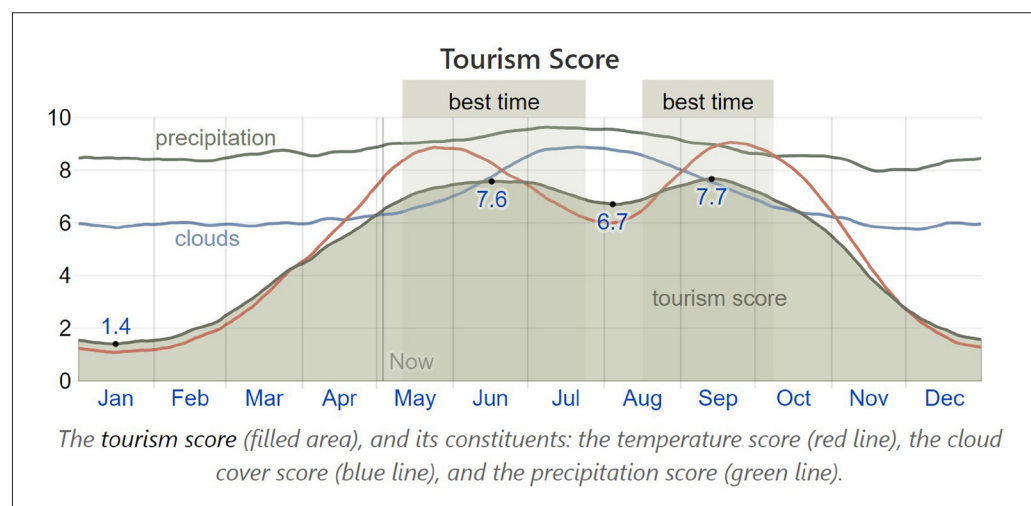


Figure 9: Disturbances during stay in Dubrovnik (TOMAS DUBROVNIK, 2018)

Disturbances During Stay In Dubrovnik	%
Disturbances	Total
Crowd in public places (streets, walkways, playgrounds, etc.)	17.8
Improperly disposed garbage	10.0
Uncomfortable odors (from containers and garbage cans)	7.8
The impossibility of separating waste	5.6
Traffic congestion	2.2

Figure 10: The tourism score and its constituents (Weather Spark, 2020)



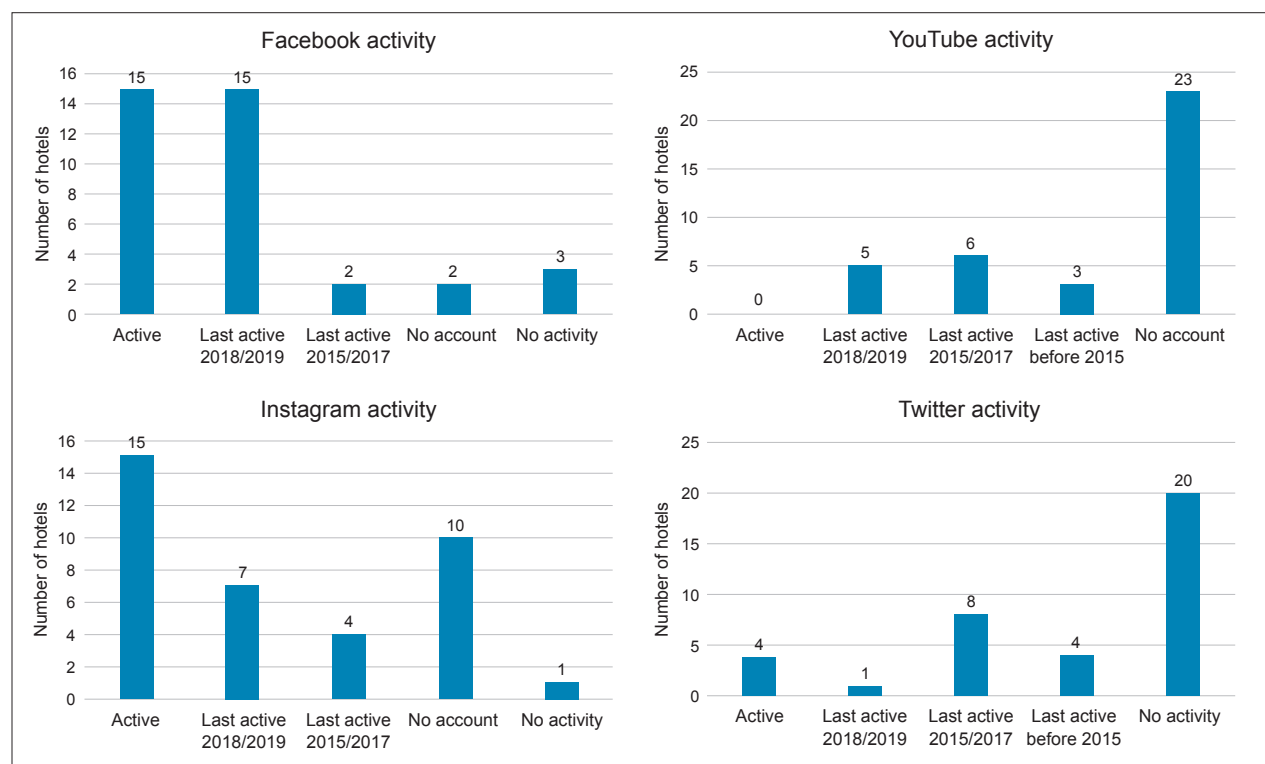
Dubrovnik's climate is borderline humid subtropical (Cfa) and Mediterranean (Csa), in the Köppen climate classification. Typically, in July and August daytime maximum temperatures reach 28°C, and at night drop to around 23°C. In Spring and Autumn, maximum temperatures are typically between 20°C and 28°C. Winters are among the mildest of any Croatian city, with daytime temperatures around 13°C in the coldest months. Snow in Dubrovnik is rare. The tourism score (see Figure 10) favors clear, rainless days with perceived temperatures between 18.5°C and 27.7°C. This score promotes Dubrovnik for outdoor activities from mid-May to late July and from mid-August to early October, with a peak score in the second week of September. Dubrovnik is showing creativity capitalizing on the advantages of its attributes to better spread visitors year-round, including the Dubrovnik Tourism Board campaign "A City for All Seasons."

Dubrovnik is also pursuing several promising destination management initiatives, including its "Smart City" programming, which applies innovative technologies to management issues from remote controlled city lighting to traffic safety and flows. Additionally, Dubrovnik's "Respect the City" project (RtC) of the Mayor's Office aims to improve several sustainable tourism development matters through an array of interrelated approaches from stakeholder and visitor information and capacity building, urban mobility plans, product and infrastructure development to better manage visitor and traffic flows, and much more. The holistic destination development and management plan GSTC urges in this report should build upon successful implementation of these and other existing initiatives, as well as include mechanisms to ensure compliance with the GSTC Criteria. This harmonization will require complex cooperation across all sectors of the Dubrovnik economy and community.

B. Tourism Products and Attractions

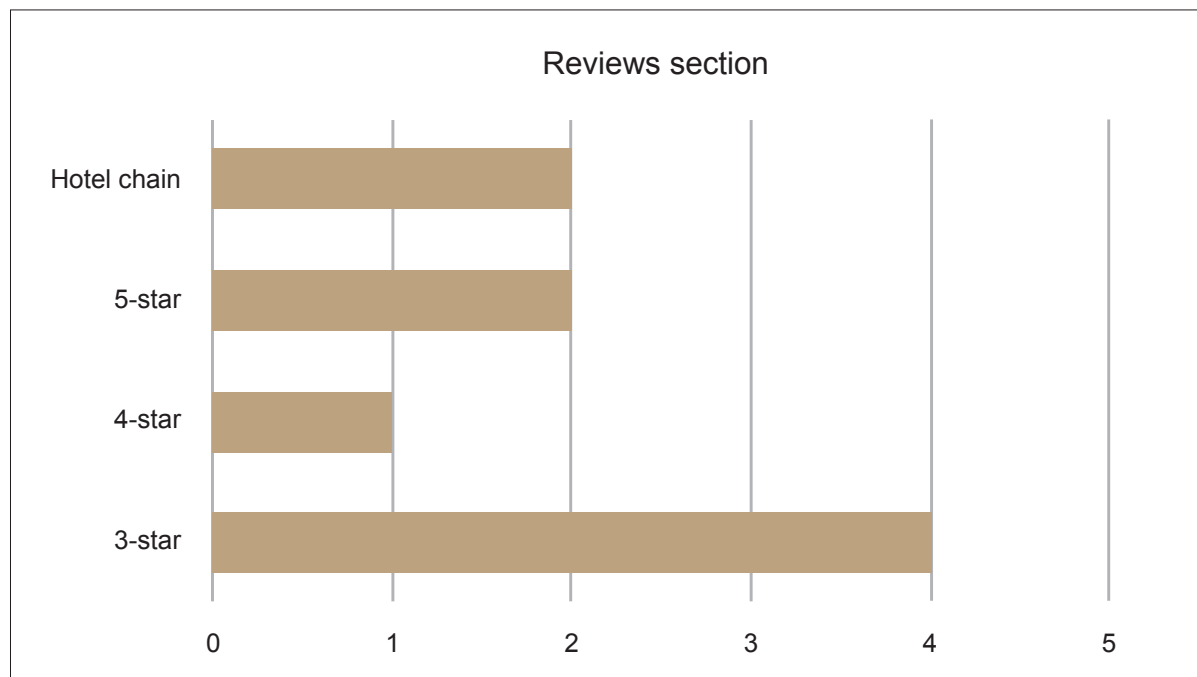
As of end of 2019, Dubrovnik featured fifteen hotels of the highest class – Five Star, the highest number of Five Star hotels in a tourist destination in the Republic of Croatia. Exceptional quality of refurbishment and high-level offer are features of eleven Four Star hotels, sixteens Three Star hotels and two Two Star hotels. The total hotel capacity is 12,027 beds, with additional 16,019 private accommodation beds, 547 beds by hostel and 1,542 places in camping. Recent research analyzed 37 Dubrovnik hotels' appeal to the growing Millennial visitor market, by examining their websites and tracking social media platforms (Instagram, Facebook, YouTube and Twitter) over a two-week period. Results showed low social media activity among Dubrovnik hotels. Even those that showed higher levels of social media activity, are not publishing content appealing to Millennials. (Ema Pocuca, 2019)

Figure 11: Dubrovnik Hotels' social media activity



Dubrovnik is the absolute king of social media in Croatia. By far the most traffic and interest of any Croatian destination on the web and social media is drummed up by Dubrovnik, with nearly twice as much interest as the second Croatian city. Most social media mentions come from the United States, UK, Switzerland, Germany and Italy, with most mentions (89%) favourable. Many comments address the natural beauty of Croatia, the sea, islands, and history. Instagram is by far the most used social media channel referencing Dubrovnik. The top three destinations in Croatia with most visitors in the first six months are Rovinj, Dubrovnik, and Zagreb. When it comes to social networks and the web, only two cities are mentioned the most - Dubrovnik (12,759 mentions) and Split (7,313 mentions). Dubrovnik's mentions are mostly associated with the popular Game of Thrones series. King's Landing was mentioned 4,000 times in visitor posts, of which 741 relate to Dubrovnik and 321 to Croatia. (Total Croatia News, 2019)

Figure 12: Number of Dubrovnik hotels that have reviews section in social media



The Port of Dubrovnik has amassed high-profile tourism awards. After being named as the best port in the Adriatic Sea region by MedCruise, Dubrovnik was named Top-Rated Eastern Mediterranean Cruise Destination for 2019 in the Cruise Critics Choice Destination Awards, based on passenger reviews and ratings. (The Dubrovnik Times, 2019)

While Dubrovnik is a popular cruise destination, the majority of visitors travel to Dubrovnik by air. Most visitors arrive from March to November directly from almost fifty European towns, while in Winter the air traffic is via Zagreb. Dubrovnik visitors are mostly from Great Britain, then from France, Croatia, Spain, and Germany. Arrivals are increasing from the Greek, Turkish and Scandinavian markets.

Old Town Dubrovnik is the most visited area in Dubrovnik. This is where many of the current main attractions can be found. The first of them are the two arched gates that provide the entrances to the Medieval wall that surrounds the Old Town—one to the east (the Ploče) and one to the west (Pile). The iconic Dubrovnik walls are something special and are what define the Old City. They are so special in fact that UNESCO declared Old Town Dubrovnik a World Heritage site in 1979. The walls were constructed between the 13th-16th Century, and have been restored and maintained, through many wars and events over the centuries. The 1,940 meters long Dubrovnik city walls are one of the most grandiose fortification monuments in Europe and an example of early fort architecture. The first fortifications were built in the Eighth Century, but the most intense construction took place from mid-Fifteenth to the end of Sixteenth Century.

The main thoroughfare of car-free Old Town is Stradun, also known as Placa. On each side is a grid of narrow alleys where travellers can find numerous cafes and restaurants. Other attractions include The Franciscan Monastery with one of the world's oldest pharmacies (operating since 1317), Dubrovnik Cathedral, the harmonious blend of Gothic and Renaissance-style Sponza Palace, The Rector's Palace, and Dominican Monastery sheltered by the City Walls.

For holidaymakers looking for some sun as well as culture, the Lapad peninsula is just West of the Old Town and features several beaches where sun-worshippers can bask. A range of outdoor adventure pursuits are also available, from hiking, white water rafting and sea kayaking, to rock climbing, horse riding and scuba diving.

Figure 13: Top Dubrovnik Attractions

Top Dubrovnik Attractions
Old City
City Walls
Franciscan Monastery
Placa / Stradun
Lovrijenac
The Cable Car - Panorama Museum
Natural Sites (Lokrum island, Arboretum Trsteno, Elafiti islands)

Panoramic views of Dubrovnik's ancient city can be enjoyed by gliding to the top of Mount Srdj on an ultramodern cable car. Located just outside the City walls, the cable car station offers visitors a quick, easy and scenic mode of transport to the peak of the rugged little mountain. In addition to a restaurant, snack bar and souvenir shop at the summit is a small museum and memorial commemorating the Homeland War of the 1990s. Hikers may enjoy descending the mountain by way of a steep ropeway trail. (Touropia, 2020)

Within the national framework, Dubrovnik is the city with:

- the highest cultural expenditure per capita
- the largest number of cultural institutions and organisations per capita
- the highest ratio of cultural to other kinds of tourism (Dubrovnik 2020, Culture, 2019)

Dubrovnik itself was recognized on UNESCO's World Heritage list forty years ago, and more recently the City's Festival of St. Blaise joined the List of Intangible Cultural Heritage of Humanity in October 2009. There is much of great historical, architectural and cultural relevance to be seen. Dubrovnik is frequently a candidate for European Capital of Culture, including in 2020. Culture and heritage are integral to the City's identity as well as dominant resources for economic prosperity.

The local cultural sector has a track record and long-standing experience producing and organising international performing arts events (e.g., Dubrovnik Summer Festival), exhibitions (e.g., Museum of Modern Art, Dubrovnik Museums, Museum of Natural History) and concerts (e.g., Dubrovnik Symphony Orchestra). The City also holds carnivals and festivals throughout the year, most notably Dubrovnik Summer Festival. Since 1950, this festival has taken place annually between July 10th and August 25th. It features the opera, theatre, dance, and music, with events held in various open-air venues around Dubrovnik. Additionally, Lovrijenac, a popular attraction in Dubrovnik, hosts a variety of cultural events, from the World Series of Cliff Diving to local productions of Shakespeare's *Hamlet*. It also served as a backdrop in some of the most memorable scenes from *Game of Thrones*. (Sustain Europe, 2018)

Dubrovnik is a global upscale destination for both leisure and business travellers which offers its guests a year-round experience based on culture and events. New tourism infrastructure is created for the most part through investment initiatives by local entrepreneurs (e.g., a wine museum, raising the quality of rural accommodation), and to a lesser extent through larger investment projects (e.g., the marina as a priority, and in later stages a resort project). New tourism infrastructure and competitiveness projects enable a qualitative repositioning of the "sun and sea" products and establishment of a nautical product,

thus creating a new market for rural and gastro offers and positioning the tourism product of the peninsula in a consistently qualitative manner.

Figure 14: Dubrovnik Old City centre



Dubrovnik features innovative and professional tourism management, and sophisticated tourism value chain with numerous products and markets—making the City one of the leading destinations in the Mediterranean. The magnificent archipelago, the Elafiti Islands and the coast of Konavle, is a haven for visitors seeking leisure and relaxation. Konavle area belongs to the rural part of the cluster which rounds up the experience of visitors with its rural features and its agricultural produce as an added value.

Wine, gastronomy and ambience of the peninsula are a comparative advantage for the development of high quality rural and gastronomic products, notably wine and fruit. Fruit growing, olives, citric fruit, cherries and figs are grown in many households. The natural pre-conditions (e.g., climate, rural setting, and investment) as well as market demand, among residents and visitors to Dubrovnik, favour these types of agricultural development. Challenges remain, however, in governance, stakeholder coordination, and marketing to link production effectively to the tourism value chain. The City envisions economic development focused on further development of the wine-growing and olive-growing sector, followed by a focus on fisheries and mariculture, hospitality and tourism, shipping, road and port traffic, and environmentally-friendly production. (Dubrovnik-Neretva Region Official Website, 2020) Microregions such as Mali Ston Bay are especially suitable for mariculture.

The richness of locally produced goods results in a range of souvenirs made in Dubrovnik, including but not limited to lavender, olive oil, wines, grappa and other liqueurs, and homemade sweets. When it comes to cultural souvenirs, some typical offerings are Konavle earrings, which are gold rings decorated with gems, coral, enamel or small metal particles, and other traditional jewellery. Buying a cravat is also a popular option, as it was a neckband originating from a 17th-century military unit known as the Croats or Crabats. Startas, the Croatian sneaker brand that has risen to world-wide appeal, is also a popular souvenir.

Figure 15: Dubrovnik souvenirs scheme



In the Dubrovnik-Neretva Region there are 40 protected natural areas divided into seven different categories, pursuant to the Nature Protection Act. The Public Institution manages 34 protected natural areas, while the rest (the Mljet National Park, the Lastovo Archipelago Nature Park, the Lokrum Reserve and the Trsteno Arboretum) are managed by separate public institutions: the Mljet National Park Public Institution (JU NP Mljet – two areas), the Lastovo Archipelago Nature Park Public Institution (JU PP Lastovo Archipelago – two areas), the Lokrum Reserve Public Institution (JU Lokrum Reserve – one area) and the Croatian Academy of Sciences and Arts (HAZU – one area).

ASSESSMENT METHODOLOGY

The methodology for this GSTC Destination Assessment consisted of four main phases of work as summarized below.

Figure 16: GSTC Destination Assessment Phases of Work



The first phase of the GSTC Assessment established the place-based circumstances of the destination relevant to the GSTC Destination Criteria and indicators. This provided a preliminary understanding of the sustainability and competitiveness challenges faced by the destination. Using GSTC's stakeholder and policy-mapping tools, the GSTC team worked with the appointed Destination Liaison from local government and key local organizations to identify key stakeholders and documents needed to verify application of the GSTC Destination indicators in Dubrovnik.

The second phase of work engaged local stakeholders in validating the situation analysis and filling information gaps. From November 24th through December 2nd, 2019, the GSTC assessor facilitated targeted informational interviews, site visits, and group meetings with key leaders from organizations in the public sector, private sector, NGO community, and civil society to gather any missing evidence and documentation about Dubrovnik's compliance with GSTC destination-level criteria and indicators.

Additional key objectives of these meetings were to introduce the project and its process, and to enhance awareness of the importance of sustainable destination management. About 70 stakeholders participated in these on-site consultations and workshops, representing over 50 different organizations or institutions. A complete list of these participants can be found in Annex B.

Figure 17: Discussion of Dubrovnik performance, with City officials



Figure 18: The opening orientation workshop



Figure 19: Stakeholder consultation meeting



Figure 20: Field visit to Dubrovnik Port Facilities



Figure 21: Preparation of preliminary results presentation



Stakeholders who participated in these meetings convened for a collaborative action plan development workshop on December 2nd, 2019. The GSTC assessor shared preliminary Assessment findings and obtained additional feedback and validation of results from stakeholders and project partners. Then, the assessor worked with local tourism and community leaders to engage stakeholders in prioritizing the issues identified in the Assessment (via voting) that they found most urgent and important.

Figure 22: Presentation of Preliminary results in the closing event



In another workshop organized by DURA and under the supervision of GSTC (17th of December 2019), about 46 stakeholders designed action projects to address stakeholders' high-priority risks found in the GSTC Assessment.

Figure 23: Conducting the Action Planning workshop with stakeholders





SUMMARY OF KEY FINDINGS

A. Destination Assessment Findings

To determine the level of compliance with each of the GSTC Destination Criteria and Indicators, GSTC analyzed performance as illustrated in Table 1. Of the 105 indicators analyzed, 12 (11.4%) were rated "green," 47 (44.8%) were rated "yellow," 37 (35.2%) were rated "pink," and 9 (8.6%) were rated "red." Indicators marked in red or pink represent gaps or risks to the sustainable management of the destination.

Table 1: GSTC Performance Levels and Associated Colour Scheme

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

Of the four categories of destination sustainability, the GSTC Assessment showed Dubrovnik performing best in capturing Social and Economic Benefits from tourism, and in Natural and Cultural Asset Management. The results indicated room for improvement in Destination Management and Environmental Sustainability systems. Table 2 presents an overview of the results from the 2019 GSTC Destination Assessment of the City of Dubrovnik.

Table 2: Summary of GSTC Destination Sustainability Performance

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

To illustrate the Criteria comparatively and to better track progress over time, the GSTC team translated the GSTC evaluation system into a “traffic light” system with the following scoring methodology:

- Green = Excellent Performance (score of 2.26 to 3.00)
- Yellow = Good but Needs Improvement= (score of 2.00 to 2.25)
- Pink = Low Performance / Middle Risk (score 1.0 to 1.99)
- Red = No Performance / High Risk (score 0 to 0.99)
- Gray = N/A (not applicable to the destination)

The following charts show the destination’s performance in each sustainability pillar. Based on the scoring results per criterion, the overall mean score per pillar is:

- Management : 1.69 (74.9% of the minimum excellent performance limit)
- Economic Benefits : 1.44 (63.9% of the minimum excellent performance limit)
- Culture, Communities and Visitors : 1.97 (87.0% of the minimum excellent performance limit)
- Environmental Benefits :1.35 (59.6% of the minimum excellent performance limit)

The overall mean Destination Score is 1.61 (69.8% of the minimum excellent performance limit).

Figure 24: GSTC Destination Sustainability Performance by Pillar

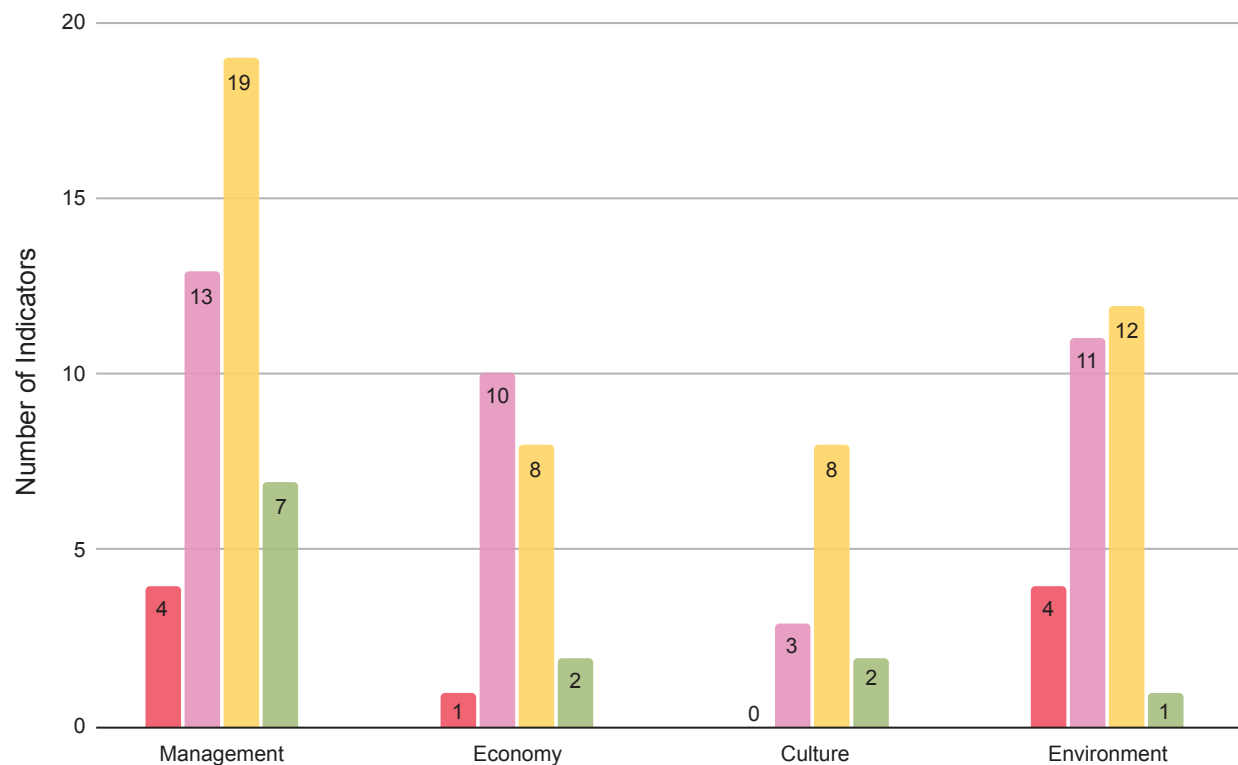


Figure 25: Results summary, by total numbers of indicators, per sustainability pillar

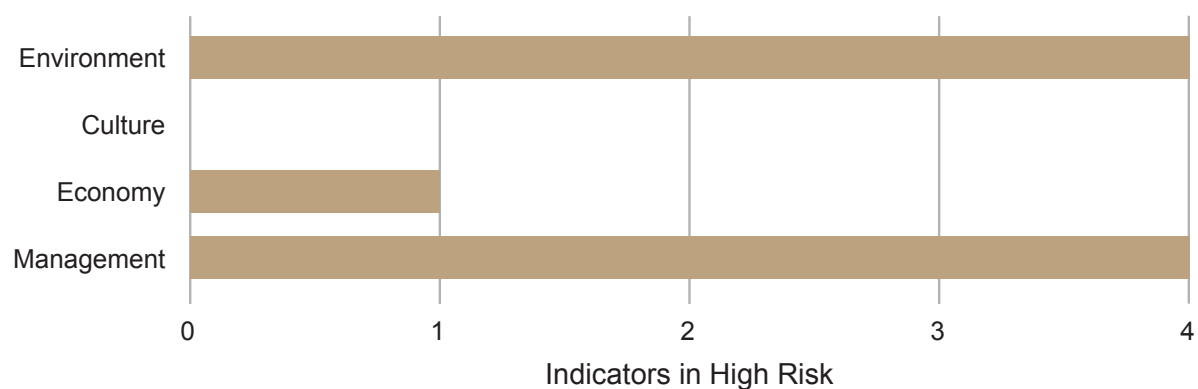


Figure 26: Performances of each sustainability pillar

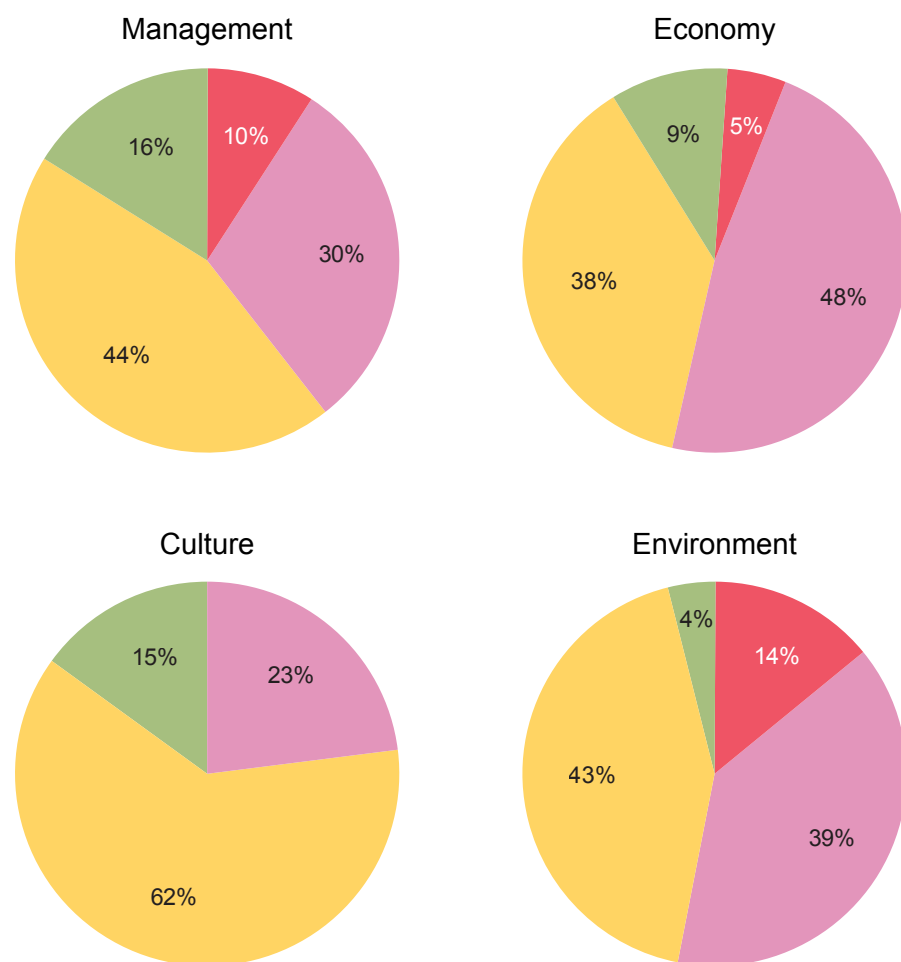


Table 3: Average Scores for GSTC Destination Criteria in 2019

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 Assests & 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 Eploitation	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

Figure 27: Destination Sustainability Snapshot 2019



As illustrated, the largest number of GSTC Criteria presented medium risk (17 criteria, or 41.5% in pink). The next prevalent performance rating was good with some improvements needed (14 of 41, or 34.1% in yellow), then high risk (6 criteria, or 14.6% in red). Performance commensurate with international best practice – excellent performance (green) was found for just 4 criteria—9.8% of GSTC’s standard.

GSTC’s findings of good practice within Dubrovnik’s performance are summarized in Annex A. GSTC’s complete observations based on policy analysis and stakeholder consultations are summarized in Annex D. Based on GSTC’s Destination Assessment findings and recommended areas of improvement, local stakeholders prioritized issues they believed were crucial to for the City of Dubrovnik to address first and foremost.



B. Stakeholder Action Planning Based on Assessment Results

The GSTC standard for destinations emphasizes the importance of meaningful and inclusive community involvement in destination decision making. The GSTC Destination Assessment process therefore relies heavily on community stakeholder consultation to evaluate the destination's performance and prioritize risks for the destination to address first and foremost. Based on the GSTC Assessment findings, GSTC recommended that Dubrovnik address 16 main issues that were identified as risks, or gaps, during the evaluation. These are illustrated below, labelled by the corresponding GSTC Criterion and pillar that addresses each issue within the GSTC standard.

Table 4: Main 16 Issues Identified in GSTC Destination Assessment, by GSTC Pillar

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)

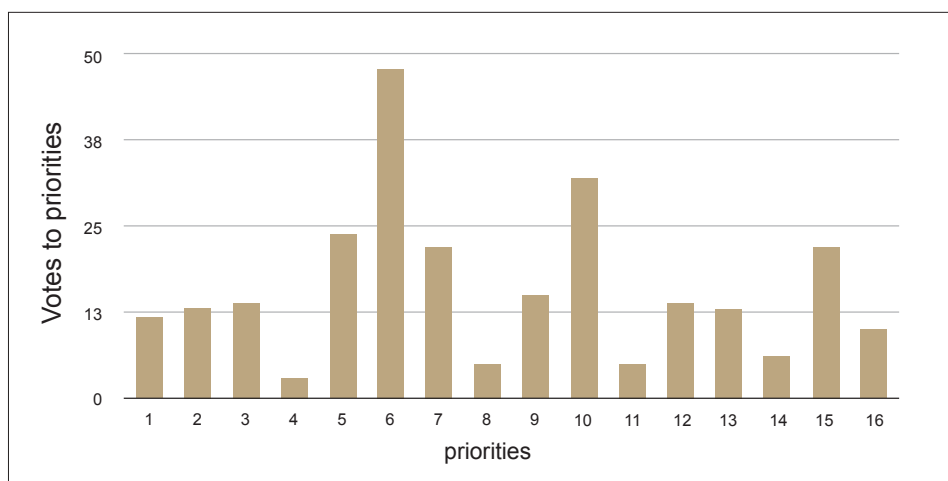
On December 2, the GSTC assessor presented these 16 risk areas to Dubrovnik stakeholders as the main risk findings from the GSTC Destination Assessment. GSTC then engaged Dubrovnik stakeholders in identifying their top 5-6 priority risk areas to address first and foremost. Stakeholders designed action projects to address their top 6 priority issues. These projects can serve as a roadmap, or action plan, for Dubrovnik to begin improving compliance with the GSTC Criteria and indicators.

Figure 28 : Process of Priorities Voting for the Action Plan Workshop



In a follow-up action planning workshop facilitated by DURA on December 17, 2019, the 34 participating stakeholders voted for their top 6 most urgent and important priorities of the 16 risks found in the GSTC Destination Assessment.

Figure 29: Results from voting process



Stakeholders committed to working together on priority projects that will address the following priority issues:

- 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

Stakeholders designed preliminary action projects to address each of these priority risks identified during the GSTC Assessment. The stakeholder-designed project profiles, presented below, provide a starting point. The projects would need to be further refined, and resources identified, to begin implementing these priority actions.

Figure 30: Action Planning Workshop, organized by DURA



Dubrovnik Priority Issue 1– Sustainability Standards

Project Idea #1.1: Implement Sustainability Standards in Dubrovnik

Key Project Objectives	<ul style="list-style-type: none"> To educate stakeholders across sectors about sustainable tourism and sustainability standards To set targets and systems for Dubrovnik tourism businesses to meet and be promoted as certified to sustainability standards Expand the scope of sustainability across the pillars of sustainability in City Operation to include elements of GSTC standards
Key Project Activities <ul style="list-style-type: none"> Conduct trainings for the local community on sustainable tourism development and application of sustainability standards Set up a research centre / working group – connecting scientific institutions, to develop inventory of existing standards and a plan to adopt GSTC Criteria and indicators for tourism within Dubrovnik 	Potential Project Partners <ul style="list-style-type: none"> GSTC, Universities, DURA "Libertas", "RIT", "Unidu institution", Universities, DURA, Hotels Association, Tour Operators Association
Expected Project Results	<ul style="list-style-type: none"> Increase in businesses complying with GSTC sustainability standards for tour operators and accommodations Publicized list of tourism businesses certified to GSTC accredited program
Indicators of Success	<ul style="list-style-type: none"> Use of sustainability standards in the private sector Use of sustainability standards in the public sector

Project Idea #1.2: Upscale Local Souvenir Scheme

Key Project Objectives	<ul style="list-style-type: none"> Upgrade Authentically Croatian Souvenir to Include sustainability elements Expand the scheme outside Dubrovnik
Key Project Activities <ul style="list-style-type: none"> Update the scheme criteria in order to include major and minor criteria for sustainability Design and execute training on stores owners on the sustainability good practices Execute marketing campaign on that new content of the scheme in order to invite more stores to be included into the scheme, not only from the old city but also in other parts of the Municipality 	Potential Project Partners <ul style="list-style-type: none"> The City of Dubrovnik, Dubrovnik Tourism Board, GSTC, DURA, Local Chamber of Commerce DURA, Universities, GSTC Dubrovnik Tourism Board
Expected Project Results	<ul style="list-style-type: none"> Increase in businesses complying with Local Scheme Criteria Increase of awareness on the Scheme outside Dubrovnik
Indicators of Success	<ul style="list-style-type: none"> Number of members in the Local Scheme

Dubrovnik Priority Issue 2 – Environmental and Natural Resources Infrastructure and Awareness

Project Idea #2.1: Improve Solid Waste Management Facilities and System

Key Project Objectives	<ul style="list-style-type: none"> To upgrade solid waste management facilities and system (landfill, etc.) To achieve greater quality in waste management services To increase public awareness and participation in sustainable waste management practices
Key Project Activities <ul style="list-style-type: none"> Organize the infrastructure of the Solid waste management Set up a research centre Conduct information sessions for local residents Create a Bio-composting plant for sludge treatment 	Potential Project Partners <ul style="list-style-type: none"> The Municipality, "Čistoća" - Utility Company, Waste Management Company, The City Of Dubrovnik The Municipality, Local Universities, DURA The Municipality, "Čistoća" - Utility Company, Waste Management Company, The City Of Dubrovnik "Vodovod"; "Čistoća"
Expected Project Results	<ul style="list-style-type: none"> Increased recycling statistics in the City of Dubrovnik Improved waste sorting in containers; Increase in the utilization of sorted waste Reduced amount of waste
Indicators of Success	<ul style="list-style-type: none"> Data on recycling practices among various stakeholders, and waste avoided to landfill Time for creation of the new facility of solid waste management in Dubrovnik Sorting success rate

Project Idea #2.2: Upgrade Wastewater Facilities

Key Project Objectives	<ul style="list-style-type: none"> To increase the quality of provided services To minimize any risk of failure on wastewater facilities
Key Project Activities <ul style="list-style-type: none"> Improvement of the wastewater drainage system More frequent monitoring samples on wastewater facilities outcomes 	Potential Project Partners <ul style="list-style-type: none"> "VODOVOD" - WATER SUPPLY COMPANY, THE CITY OF DUBROVNIK "VODOVOD" - WATER SUPPLY COMPANY, THE CITY OF DUBROVNIK
Expected Project Results	<ul style="list-style-type: none"> Increase of transparency on wastewater monitoring results Awareness increase on facilities efficiency
Indicators of Success	<ul style="list-style-type: none"> Monitoring frequency Results of monitoring (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 <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 3 – Crisis and Emergency Management

Project Idea #3.1: Developing Mechanisms for Effective Crisis	
Key Project Objectives	<ul style="list-style-type: none"> To upgrade the existing crisis and emergency management plans To create awareness along the public To upgrade the necessary infrastructure, from planning, to navigation, to communications before, during, and after crisis
Key Project Activities <ul style="list-style-type: none"> Evaluate the existing plans and make the necessary updates, adapting existing systems to include pandemic response and recovery. Develop site carrying capacities and management plans Run education / awareness series on private and public sector, especially for tour operators and guides Install necessary infrastructure for early warning and cover the entire area with a sound warning system. Creation of Shelters inside the City Written notifications to households. Installation of image displays. Setting up a schematic diagram in public institutions on "how to act in situations of crisis" 	Potential Project Partners <ul style="list-style-type: none"> The City Of Dubrovnik; The Mayor's Office The City Of Dubrovnik; The Mayor's Office The City Of Dubrovnik; The Directorate For Civil Protection The City Of Dubrovnik; The Directorate For Civil Protection
Expected Project Results	<ul style="list-style-type: none"> New plans in place until 2021, under RtC priorities, Strategic Projects (2021-2027) and Integrated Development Program Dubrovnik 2030 Educated public on crisis and management plans Electronic system established for real time monitoring of crisis issues Regularly update plans based on lessons learned Training and awareness of central management team, visitors, and supply chain Funded implementation for purchase and maintenance of the apparatus Updated Guides Training Manual
Indicators of Success	<ul style="list-style-type: none"> Number of People that are educated on management plans Number of evacuation plans exercises & drills per year for a case of seismic activity Number of Events testing, Citizens, surveys and simulations of real events

**Note: Dubrovnik stakeholders created this action plan before COVID-19 resulted in a global pandemic and economic crisis. Dubrovnik's initiative to improve crisis and emergency planning and response should incorporate lessons learned from the COVID-19 experience, and include measures for (1) immediate economic relief, (2) parallel planning for tourism to recover and resume in a sustainable manner, and (3) consistent communications all the while, to both local and overseas audiences.*

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 <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
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 4 – Transport and Traffic Control

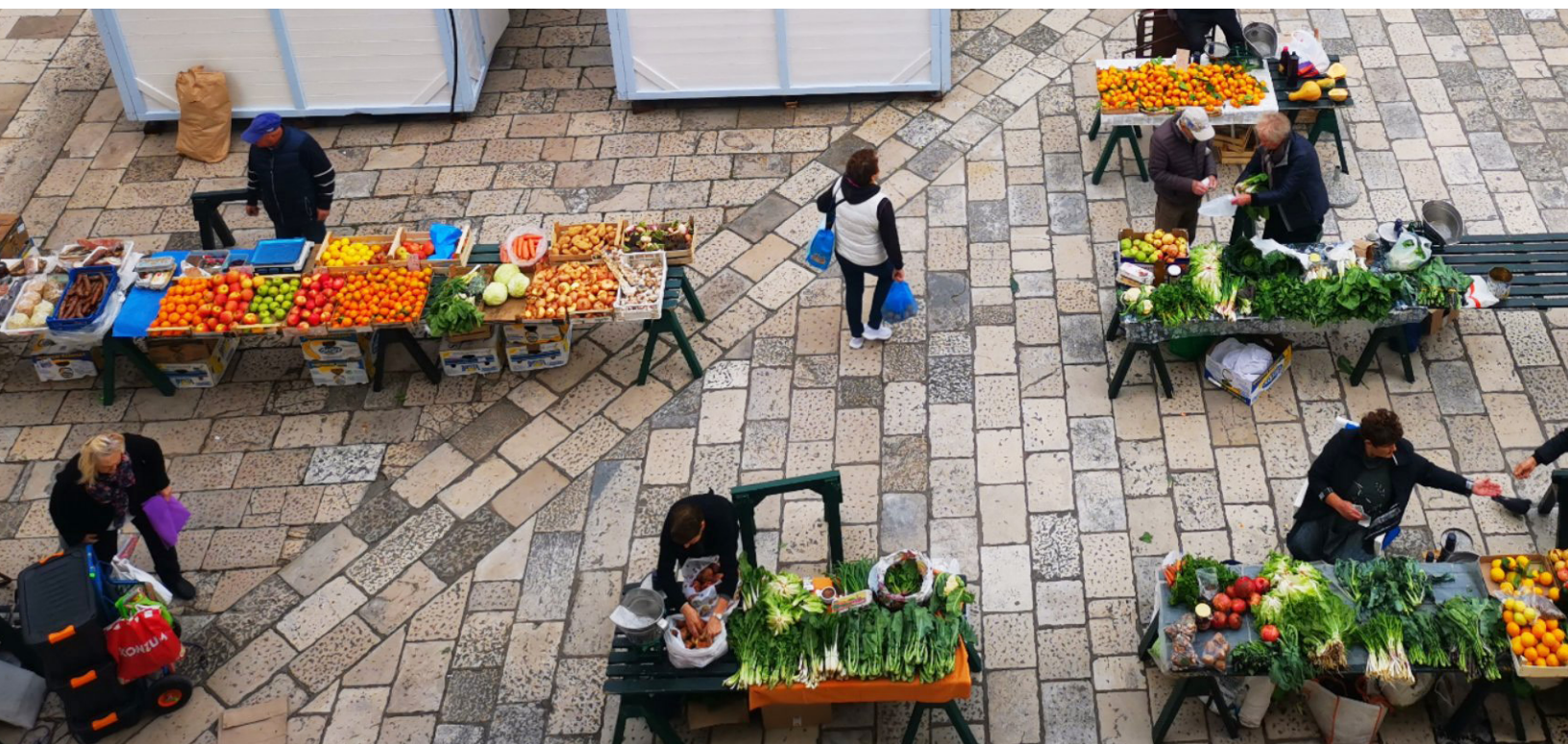
Project Idea #4.2: Infrastructure, Green Mobility and Awareness

Key Project Objectives	<ul style="list-style-type: none"> To encourage sustainable movement systems / Green Mobility To raise awareness for Green Mobility in Dubrovnik City To introduce innovation and research to mobility planning To support and promote sustainable and green mobility as well as set of gamified incentives and stimuli for the visitors, experience providers and locals 	
Key Project Activities	<ul style="list-style-type: none"> Introduce locals and visitors to more Green Mobility Solutions Educate all stakeholders Introduce ways for harmonizing pedestrian traffic Build a garage system and more secure road infrastructure Create an information system on the use of green mobility in the City / Smart Visitor Flow and Experience Management System (RtC) Introduce a sea tram in maritime traffic as alternative solutions 	Potential Project Partners <ul style="list-style-type: none"> The City Of Dubrovnik; Libertas; Public Health Institute; Dubrovnikneretva County Police Dep The City Of Dubrovnik; Libertas; Dubrovnikneretva County Police Dep The City Of Dubrovnik; Libertas; Dubrovnikneretva County Police Dep The City Of Dubrovnik; DURA Du-Neretva County Port Authorities; The County; The City Of Dubrovnik
Expected Project Results	<ul style="list-style-type: none"> Increase of Pedestrian & Cycling Increase of Local public transportation Reduction in the air pollution impact from transporting passengers from cruise ships to the city core Decrease of emissions during the peak traffic days 	
Indicators of Success	<ul style="list-style-type: none"> Number of sea tram routes CO2eq per ship passenger km Number of bicycle parking slots Number of parking slots Number of people that are using the public transportation means 	

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	<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
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 Priority Issue 6 – Supporting Local Entrepreneurs

Project Idea #6.1: Development of Local Entrepreneurs Infrastructure

Key Project Objectives	<ul style="list-style-type: none"> • Support the development of the local entrepreneurship infrastructure • Define, measure and monitor indicators for sustainable development and sustainable tourism development, with special focus on small business and entrepreneurship outcomes, including market access in tourism value chain • Minimize "Brain Drain" phenomenon for Dubrovnik area • Connect entrepreneurs with technology and research 	
Key Project Activities	<ul style="list-style-type: none"> • Create an entrepreneurial zone • Create a network-driven business incubator for entrepreneurs and business accelerator for local businesses • Create a map of SMEs and system to better link geographically dispersed businesses to tourism value chain • Introduce an initiative for employment support for young trainees, women and people with disabilities • Deliver education which covers soft and hard skills for entrepreneurs • Provide financial assistance for local business representatives to participate in international events promoting the destination 	Potential Project Partners <ul style="list-style-type: none"> • The City Of Dubrovnik • The City Of Dubrovnik; DURA • The City Of Dubrovnik • The City Of Dubrovnik • The City Of Dubrovnik; Dura; Universities • The City Of Dubrovnik
Expected Project Results	<ul style="list-style-type: none"> • Greater revenue and market linkages • Increased employment of locals • Increase application of Incubators and Accelerators • Higher participation in co-funded projects • Higher rate of technology transfer to the market 	
Indicators of Success	<ul style="list-style-type: none"> • Annual/monthly report on implemented activities • Number of approved subsidies • Number of students who applied • Number of new local Start-Ups • Number of new supporting schemes for entrepreneurs • Economic data on small business formation and performance 	

Dubrovnik Priority Issue 6 – Supporting Local Entrepreneurs

Project Idea #6.2: Utilizing Entrepreneurship against Tourism Monoculture

Key Project Objectives	<ul style="list-style-type: none"> • Diversify the Economy • Invest in programming to grow diverse economic supply, focusing on sectors that would connect authentic local products and services to the tourism value chain (e.g., agriculture, ecotourism, etc.) • Support no-mainstream economic activities of Dubrovnik Area
Key Project Activities <ul style="list-style-type: none"> • Create a comprehensive study on the activities inside and outside the tourism supply / value chain in the area of Dubrovnik, including RtC Tools • Develop a supporting scheme for local family farms and agricultural holdings, focusing on boosting the rural tourism • Create a common brand for local products and services, widening the Authentic Croatian Souvenirs program • Support and revitalize the traditional crafts • Develop specific indicators that are in line with sustainable tourism in the City of Dubrovnik and complete analysis of the gathered economic information • Develop financial grants programs and training programs for these target groups 	Potential Project Partners <ul style="list-style-type: none"> • The City Of Dubrovnik; DURA; Dubrovnik Tourism Board • The City Of Dubrovnik • The City Of Dubrovnik • The City Of Dubrovnik • The City Of Dubrovnik; DURA, Universities • The City Of Dubrovnik; DURA
Expected Project Results	<ul style="list-style-type: none"> • Increase of local entrepreneurs who operate their business off-season from payment of public space lease in the whole area of the city • Widen scope of Authentic Croatian Souvenirs program to feature a more diverse array of local suppliers and products • Increase of scholarships for bottleneck occupations
Indicators of Success	<ul style="list-style-type: none"> • Annual/monthly report on implemented activities • Number of approved subsidies for these activities • Number of SMEs and locals who applied • Number of new local Start-Ups • Number of new supporting schemes / scholarships for entrepreneurs in that groups





CONCLUSION

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 the sustainability of the destination. However, 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.

The real value of this Destination Assessment is to inform priorities, policies, and local action. The Action Plan developed by local stakeholders outlines consensus priorities and several priority projects for the next one to three years. These priorities and projects focused on creating a sustainable destination strategy, applying economic statistics currently collected, systematic visitor management and visitor behavior practices, and assessing environmental risk. In addition to the priorities and action projects, there were several other complex issues flagged as needing attention. These include ensuring accessibility within and around the destination, developing sustainability standards along with monitoring and reporting on greenhouse gas emissions and water management practices, and collecting local community opinion to better understand how tourism impacts the community. Additionally, stakeholders prioritized revamping the City's systems for crisis and emergency management—a now-urgent need to respond and recover from the global pandemic.

We applaud the City of Dubrovnik for taking this first major step by engaging in the GSTC Destination Assessment and action planning session to work toward managing the destination in a more sustainable manner. 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.

Collaboration and innovation are natural strengths of the City of Dubrovnik, as evidenced by many Public-Private Partnership (PPP) effectively relying on agile planning and technology. However, 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. The described investments for the city infrastructure upgrade should be based on responsible models and target development of a sustainable supply chain that creates value and opportunity for a wide range of Dubrovnik businesses, beyond the currently most visited areas.

The GSTC Assessment took place before COVID-19 resulted in a full-blown global pandemic and economic crisis. Nevertheless, improving Dubrovnik's crisis and emergency management planning and response was defined as a priority for local stakeholders. GSTC recommends the City of Dubrovnik seize this opportunity to analyze and build the GSTC findings into Dubrovnik's overall destination recovery efforts. GSTC urges the City to continue monitoring progress adopting the GSTC standard, using these GSTC Assessment findings as a baseline.

ANNEXES

A. Findings of Good Practice

The below captioned photos show GSTC's findings of Dubrovnik's good practice areas—indicating that a documented policy exists, and implementation in the following areas is exemplary. These identified areas of good practice are based on information collected both during desktop and on-site assessment, including stakeholder meetings and site visits. Further evaluation is contained within the full GSTC evaluation matrix in Annex D.

Table 5: Findings of good practices



Promotion of Events & Culture Sites



Respect the City & Info



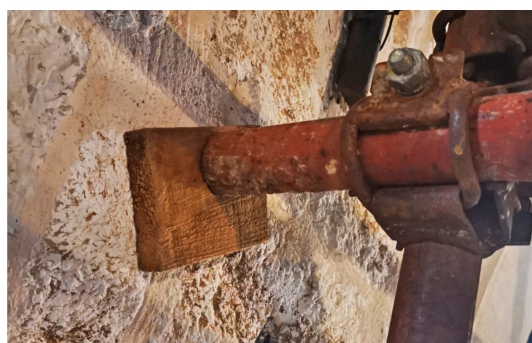
Dubrovnik Tourism Board Info Point



Cultural Events Info Point



Lazareti Site – Info and Cultural Site Reconstruction



Special Measures for Heritage Protection



Tools for Visitor Monitoring & Satisfaction



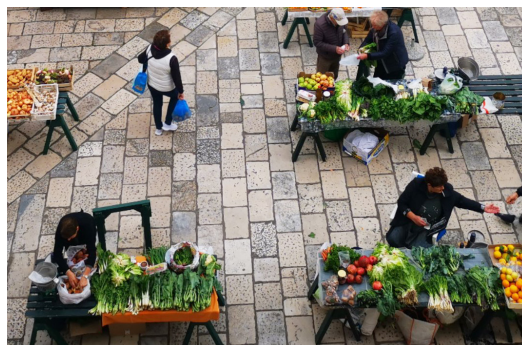
Local Products & Authentic Items



Local Festivals



Actions Against Illegal Activities



Local Products & Entrepreneurs



Local Products & Entrepreneurs



Local Products & Entrepreneurs



Local Products & Entrepreneurs



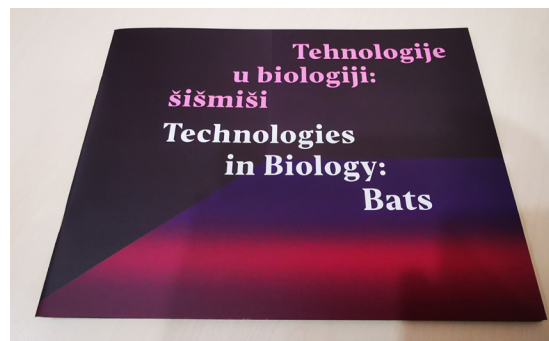
Cultural Heritage



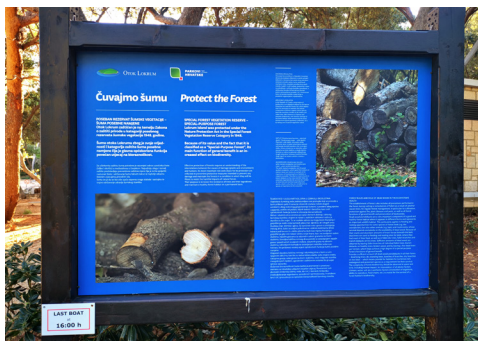
Local Entrepreneurs & Protection of Heritage



Protection of Biodiversity & Monitoring



Protection of Biodiversity & Monitoring



Protection of Biodiversity & Visitors Engagement



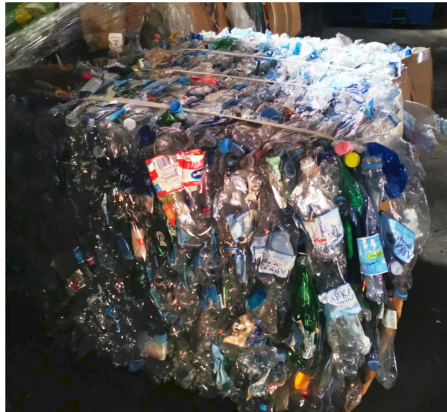
Protection of Biodiversity



Waste management & locals' participation



Waste management & innovation



Port Waste management & monitoring



Waste management & monitoring



Innovation & Waste management



Crisis Management & Destination



Crisis management plans - Port



Dangerous Wastes management facilities – Marina



Water management



Innovation & Clean Energy Solutions



Infrastructure – Electricity



Use of Renewables



Accessibility Infrastructure



Environmentally Friendly Transportation



Advertisement in Local Transportation on Waste Management / Recycling

B. Summary of Stakeholders Consulted

The following stakeholders attended the GSTC workshops during the on-site assessment from November 24th-December 2nd, 2019 and/or participated in the destination assessment and action planning workshop on December 17th, 2019. In total, about 70 stakeholders across over 50 different organizations participated in the group and individual meetings and 34 participated in the destination assessment and action planning workshop.

Name of Destination Liaison Approving This Form: Katija Klaić

AREA	Organizations/Offices/ Departments Responsible (Public and Private Sector, including Community Representation)	Name of Persons Responsible
TOURISM		
Tourism planning	<ol style="list-style-type: none"> 1. Ministry of Tourism 2. Dubrovnik Neretva County Tourist Department 3. Dubrovnik Neretva County Tourist Board 4. City of Dubrovnik, Departments for Tourism, Finance, International Cooperation and EU funds 5. Dubrovnik City Tourist Board 6. University of Dubrovnik 7. Dubrovnik Development Agency DURA 8. Association of Tourist Guides 9. Tourist Guild Association 10. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 11. DEŠA- Regional center for community building and civil society development 12. Croatian Chamber of Trades and Crafts – Guild of Caterers 13. Croatian Chamber of Commerce- Hoteliers Expert Group 14. Association of Croatian Travel Agencies 	<ol style="list-style-type: none"> 1. Frano Matušić 2. Ivo Klaić 3. Vladimir Bakić 4. Jelka Tepšić, Marko Miljanić, Filip Žaja, Anita Burić, Jelena Lončarić, Zrinka Raguž, Zlatko Uršić, Ranko Milić, Ivana Brnin 5. Romana Vlašić 6. Ivana Pavlič, Ana Portolan 7. Nataša Mirić 8. Maja Milovčić 9. Marina Franić 10. Lukša Hanza 11. Ana Cvjetković 12. Nikolina Farčić 13. Željko Miletić 14. Maro Savinović

Tourism attraction site management	<ol style="list-style-type: none"> 1. City of Dubrovnik with City Departments for Tourism, City Property and Culture 2. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 3. Dubrovnik Heritage Ltd.-Dubrovnik Card 4. Institute for Restoration of Dubrovnik 5. Department for Conservation Dubrovnik 6. Excelsa Real Estate- Cable Car 7. Public Institution Lokrum Reserve 8. Trsteno Arboretum 9. Dubrovnik Museums 10. Institute for Marine and Coastal Research- Dubrovnik Aquarium 11. ARL-Art Workshop Lazareti 12. Diocese of Dubrovnik 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marko Miljanić, Zdenko Medović 2. Lukša Hanza 3. Tonči Daničić 4. Mihaela Skurić, Amalija Pavlić 5. Žana Baća, Aljoša Špaleta 6. Ivan Tokić 7. Ivica Grilec 8. Ivan Šimić 9. Julijana Antić Brautović 10. Nenad Antolović 11. Srđana Cvijetić 12. Hrvoje Katušić
Tourism marketing	<ol style="list-style-type: none"> 1. Dubrovnik Neretva County Tourist Board 2. Dubrovnik City Tourist Board 3. Croatian Chamber of Trades and Crafts – Guild of Caterers 4. Croatian Chamber of Commerce- Hoteliers Expert Group 5. Association of Croatian Travel Agencies 6. Association of Tourist Guides 7. Tourist Guild Association 8. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 9. ARL-Art Workshop Lazareti 10. Dubrovnik Development Agency DURA 	<ol style="list-style-type: none"> 1. Vladimir Bakić 2. Romana Vlašić, Siniša Žakula 3. Nikolina Farčić 4. Željko Miletić 5. Maro Savinović 6. Maja Milovčić 7. Marina Franić 8. Lukša Hanza 9. Srđana Cvijetić 10. Nataša Mirić, Stjepan Čavar
Tourist safety*	<ol style="list-style-type: none"> 1. Dubrovnik Neretva County Police Department 2. Ministry of Interior Police Traffic Department 3. Regional Department for Civil Protection and Rescue 4. City of Dubrovnik 5. Croatian Mountain rescue service 6. Dubrovnik Harbormasters Office 7. Croatian Red Cross 8. Association of Guides 	<ol style="list-style-type: none"> 1. Miro Bajo 2. Ante Vuletić 3. Ana Miličić, Dragana Đurić 4. Marijo Bogdanović 5. Marijo Begić 6. Mato Kekez 7. Živko Šimunović 8. Maja Milovčić
Tourism statistics	<ol style="list-style-type: none"> 1. Dubrovnik Neretva County Tourist Board 2. Dubrovnik City Tourist Board 3. Croatian Chamber of Commerce 4. Croatian Chamber of Trades and crafts 5. Dubrovnik Port Authority 6. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 7. Dubrovnik Development Agency DURA 	<ol style="list-style-type: none"> 1. Vladimir Bakić 2. Romana Vlašić, Eta Lović 3. Nikolina Trojić 4. Zlatko Begušić 5. Katarina Varež 6. Lukša Hanza 7. Nataša Mirić, Stjepan Čavar,

Tourism training	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County Tourist Board 3. Dubrovnik City Tourist Board 4. University of Dubrovnik 5. Center of Competence 6. Rochester Institute of Technology -RIT 7. Libertas International University 8. School for Tourism and Catering Dubrovnik 9. Associations of Croatian Travel Agencies Dubrovnik 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marko Miljanić, Dživo Brčić 2. Vladimir Bakić 3. Romana Vlašić, 4. Nikša Burum 5. Stjepan Srhoj 6. Don Hudspeth 7. Duško Pavlović 8. Antun Perušina 9. Maro Savinović
Tourism and communities issues and engagement	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County Tourist Board 3. Dubrovnik City Tourist Board 4. Dubrovnik Neretva County 5. Association of Tourist Guides 6. Tourist Guild Association 7. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 8. Deša, Regional center for community building and civil society development 9. Dubrovnik Development Agency DURA 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marko Miljanić 2. Vladimir Bakić 3. Romana Vlašić, 4. Ivo Klaić 5. Maja milovčić 6. Marina Franić 7. Lukša Hanza 8. Ana Cvjetković 9. Nataša Mirić, Stjepan Čavar
Tourism impact monitoring	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. City Council Members 3. University Dubrovnik 4. Croatian Chamber of Commerce 5. University Dubrovnik 6. Croatian Chamber of Trades and Craft 7. Tourist Guide Association 8. Dubrovnik Neretva County 9. Excelsa Real Estate- Cable Car 10. Public Institution Lokrum Reserve 11. Trsteno Arboretum 12. Dubrovnik Museums 13. Institute for Marine and Coastal Research- Dubrovnik Aquarium 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marko Miljanić 2. ... 3. Ivana Pavlić, Ana Portolan 4. Nikolina Trojić 6. Nikolina Farčić 7. Maja Milovčić 8. Ivo Klaić 9. Ivan Tokić 10. Ivica Grilec 11. Ivan Šimić 12. Julijana Antić Brautović 13. Nenad Antolović

Tourism quality standards	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County Tourist Board 3. Dubrovnik City Tourist Board 4. Institute for Tourism 5. Dubrovnik Neretva County 6. University of Dubrovnik 7. Ministry of Tourism 8. Association of Tourist Guides 9. Tourist Guild Association 10. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 11. Deša - Regional center for community building and civil society development 12. Dubrovnik Development Agency DURA 13. Croatian Chamber of Commerce 14. University Dubrovnik 15. Croatian Chamber of Trades and Craft 16. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 17. Association of Croatian Travel Agencies 18. City council 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marko Miljanić 2. Vladimir Bakić 3. Romana Vlašić, 4. Zoran Klarić 5. Ivo Klaić 6. Stjepan Srhoj 7. ... 8. Maja Milovčić 9. Marina Franić 10. Lukša Hanza 11. Ana Cvjetković 12. Nataša Mirić 13. Nikolina Trojić 14. Ivana Pavlić, 15. Zlatko Begušić 16. Lukša Hanza 17. Maro Savinović 18. Marko Potrebecica
Tourism sustainability standards	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik City Tourist Board 3. Institute for Tourism 4. Dubrovnik Development Agency 5. Ministry of Tourism 6. Association of Tourist Guides 7. Tourist Guild Association 8. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 9. Deša -Regional center for community building and civil society development 10. Dubrovnik Development Agency DURA 11. City council 12. Ministry of Culture 13. Public institution for nature protection 14. Lindo Folklore Ensemble 15. House of Marin Držić- Cultural Institution 16. Dubrovnik Summer Festival 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Ranko Milić 2. Romana Vlašić, 3. Zoran Klarić 4. Nataša Mirić 5. 6. Maja Milovčić 7. Marina Franić 8. Lukša Hanza 9. Ana Cvjetković 10. Nataša Mirić 11. Marko Potrebecica 12. Tatjana Lolić 13. Marijana Miljas Đuračić 14. Vlaho Kljunak 15. Nikša Matić 16. Ivana Medo Bogdanović
Tourism licensing	<ol style="list-style-type: none"> 1. Dubrovnik Neretva County 2. City of Dubrovnik 3. Dubrovnik City Tourist Board 4. Dubrovnik Neretva County Tourist Board 5. Tourist Guide Association Dubrovnik 6. University Dubrovnik-Department for Economy 7. Croatian Chamber for Commerce (Group Of Travel Agency) 	<ol style="list-style-type: none"> 1. Ivo Klaić 2. Marko Miljanić 3. Romana Vlašić, 4. Vladimir Bakić 5. Maja Milovčić 6. Katija Vojvodić 7. Stanko Ljubić

Tourism SME support	<ol style="list-style-type: none"> 1. Dubrovnik Development Agency DURA 2. Dubrovnik Neretva County Development Agency DUNEA 3. Croatian Chamber of Trades and Crafts – Guild of Caterers 4. Croatian Chamber of Commerce 5. Deša- Regional center for community building and civil society development 6. Association of Travel Agency 	<ol style="list-style-type: none"> 1. Marina Lazarević 2. Melanija Milić 3. Zlatko Begušić, Nikolina Farčić 4. Nikolina Trojić 5. Ana Cvjetković 6. Maro Savinović
Tourism industry associations / representation	<ol style="list-style-type: none"> 1. Croatian Chamber of Trades and Crafts – Guild of Caterers 2. Croatian Chamber of Commerce- Hoteliers Expert Group 3. Association of Guides 4. Valamar Hotel Group 5. Elite Travel Agency 6. Gulliver Travel Agency 7. Adriatic Luxury Hotels 8. Guild Tourist Guides 9. Importanne Resorts 10. Hilton Imperial 11. Villa Dubrovnik 	<ol style="list-style-type: none"> 1. Zlatko Begušić 2. Nikolina Trojić, Željko Miletić 3. Maja Milovčić, 4. Ivica Sabljčić 5. Boro Aleksić 6. Goran Hrnić 7. Katija Jerković 8. Marina Franić 9. Denis Zovko 10. Mario Matković 11. Mirna Stražičić Lončar
PLANNING		
Property rights (physical and intellectual property)	<ol style="list-style-type: none"> 1. City of Dubrovnik with Department for City Property 2. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 3. Dubrovnik Heritage Ltd. 4. Institute for Restoration of Dubrovnik 5. Department for Conservation Dubrovnik 6. Association of technical culture City of Dubrovnik 7. CEDRA-Eco social innovation cluster 	<ol style="list-style-type: none"> 1. Zdenko Medović, 2. Lukša Hanza 3. Tonči Daničić 4. Mihaela Skurić, Amalija Pavlić 5. Žana Baća, Aljoša Špaleta 6. Mario Miličević 7. Ranko Milić
Accessibility of facilities and infrastructure	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County Institute of Public Health 3. City of Dubrovnik, Dept. for Education, Sport, Civil society, and social welfare 4. Foundation Opera Pia 	<ol style="list-style-type: none"> 1. Orlanda Tokić, Jelka Tepšić, Jelena Lončarić, Zlatko Uršić, Đuro Šutalo, Ivo Cvjetković 2. Mato Lakić 3. Dživo Brčić 4. Nada Medović
Health and safety	<ol style="list-style-type: none"> 1. Dubrovnik Neretva County Institute of Public Health 2. Red Cross 3. Dubrovnik Hospital 4. Croatian Mountain Rescue Service 5. Regional Department for Civil protection 6. Department for Education, Sport, Civil Society, and social welfare 	<ol style="list-style-type: none"> 1. Mato Lakić 2. Živko Šimunović 3. Marijo Bekić 4. Marijo Begić 5. Ana Miličić 6. Dživo Brčić

Crisis and emergency management	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County Police Department 3. Ministry of Interior Police Traffic Department 4. Regional Department for Civil Protection and Rescue 5. Dubrovnik Fire Department 6. Red Cross Dubrovnik 7. Croatian Mountain Rescue Service (HGSS) 8. ER Ambulance-First on field 9. Dubrovnik Hospital 10. Harbour master's office 	<ol style="list-style-type: none"> 1. Marijeta Hladilo, Marijo Bogdanović 2. Miro Bajo 3. Ante Vuletić 4. Ana Miličić, Dragana Đurić 5. Stjepko Krilanović 6. Živko Šimunović 7. Marijo Begić 8. Luka Lulić 9. Marijo Bekić 10. Mato Kekez
Zoning/land use	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County-Institute for Urban Planning 3. City Council 4. Association of architects Dubrovnik 5. DEŠA Regional center for community building and civil society development 	<ol style="list-style-type: none"> 1. Orlanda Tokić, Jelena Lončarić 2. Marina Oreb 3. Marko Potrebica 4. Božo Benić 5. Ana Cvjetković
Legislation	<ol style="list-style-type: none"> 1. Ministry of Tourism 2. City of Dubrovnik 3. Dubrovnik Neretva County 	<ol style="list-style-type: none"> 2. Marijeta Hladilo
Law enforcement	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County 3. City Council 4. Bonsai- Volunteer centre for building society Dubrovnik 	<ol style="list-style-type: none"> 1. Mato Franković 2. Nikola Dobrosravić 3. Marko Potrebica 4. Anja Marković
Transportation	<ol style="list-style-type: none"> 1. Dubrovnik Port Authority 2. Port of Dubrovnik 3. Sanitat Dubrovnik 4. Libertas Dubrovnik 5. Traffic Police Department 6. Police Department of DN County 7. City of Dubrovnik – Department for Transport 8. Taxi driver Union 9. Public Institution Reserve Lokrum 10. Dubrovnik Airport 11. CLIA 	<ol style="list-style-type: none"> 1. Blaž Pezo, Hrvoje Kulušić 2. Željko Raguž 3. Tomislav Tabak 4. Ante Vojvodić 5. Ante Vuletić 6. Miro Bajo 7. Đuro Šutalo, Miro Džamonja 8. Robert Kulaš 9. Ivica Grilec 10. Frano Luetić

Planning and development	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County 3. Dubrovnik Development Agency DURA 4. Dubrovnik Neretva Development Agency DUNEA 5. City Council 6. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 7. Association of architects 8. DEŠA Regional center for community building and civil society development 9. Croatian Employers Association 	<ol style="list-style-type: none"> 1. Orlanda Tokić, Jelka Tepšić, Marijeta Hladilo, Jelena Lončarić, Zrinka Raguž, Ranko Milić 2. Ivo Klaić 3. Marina Lazarević, Nataša Mirić, Stjepan Čavar 4. Melanija Milić 5. Marko Potrebica 6. Lukša Hanza 7. Božo Benić 8. Ana Cvjetković 9. Dasen Jasprica
Sustainable development	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County 3. Dubrovnik Development Agency DURA 4. Dubrovnik Neretva Development Agency DUNEA 5. Dubrovnik Port Authority 6. Institute for restoration Dubrovnik 7. University Dubrovnik 8. Ministry of Tourism 9. DEŠA Regional center for community building and civil society development 10. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 11. Foundation Opera Pia 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Orlanda Tokić, Katija Klaić, Ivana Brnin, Ranko Milić, Marko Miljanić 2. Ivo Klaić 3. Marina Lazarević, 4. Melanija Milić 5. Blaž Pezo 6. Mihaela Skurić 9. Ana Cvjetković 10. Lukša Hanza 11. Nada Medović
ENVIRONMENT/UTILITIES		
Sustainability reporting	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County 3. Public institution for the management of protected areas of nature in Dubrovnik-Neretva County 4. Institute for Tourism 5. DEŠA Regional center for community building and civil society development 6. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 7. Foundation Opera Pia 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marijeta Hladilo, Katija Klaić, Ranko Milić, Antonela Đurđević Bujak 2. Ivo Klaić 3. Marijana Miljas Đuračić 4. Hrvoje Carić, Zoran Klarić, Izidora Marković Vukadin 5. Ana Cvjetković 6. Lukša Hanza 7. Nada Medović
Energy / power	<ol style="list-style-type: none"> 1. HEP 	<ol style="list-style-type: none"> 1. Zvonimir Mataga
Drinking water consumption and monitoring	<ol style="list-style-type: none"> 1. Vodovod Dubrovnik 2. Institute for Public Health 	<ol style="list-style-type: none"> 1. Lukša Matušić 2. Mato Lakić
Sea water quality monitoring	<ol style="list-style-type: none"> 1. Institute for Public Health 2. University Dubrovnik 	<ol style="list-style-type: none"> 1. Mato Lakić

Waste and recycling management	<ol style="list-style-type: none"> 1. Čistoća Dubrovnik 2. City of Dubrovnik 3. Dubrovnik Neretva County 4. CIAN Split-Company for Sanitary and Environmental Protection 5. DEŠA Regional center for community building and civil society development 	<ol style="list-style-type: none"> 1. Marko Iveković 2. Zlatko Uršić 3... 4. Matko Bašić 5. Ana Cvjetković
Pollution	<ol style="list-style-type: none"> 1. Public institution for the management of protected areas of nature in Dubrovnik-Neretva County 2. Institute for Public Health 3. Public Institution Lokrum Reserve 4. Dubrovnik Port Authority 5. University Dubrovnik Department of Aquaculture 6. DEŠA Regional center for community building and civil society development 	<ol style="list-style-type: none"> 1. Marijana Miljas Đuračić 2. Mato Lakić 3. Ivica Grilec 4. Darijo Barbarić 5. Marijana Pećarević 6. Ana Cvjetković
Conservation	<ol style="list-style-type: none"> 1. Department for Conservation Dubrovnik 2. Institute for Restoration of Dubrovnik 3. Association of friends of Dubrovnik Heritage 4. Ministry of Culture 5. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 	<ol style="list-style-type: none"> 1. Žana Baća, Aljoša Špaleta 2. Mihaela Skurić, Amalija Pavlić 3. Lukša Hanza 4. Tomislav Petrincec, Tanja Lolić 5. Lukša Hanza
Wildlife	<ol style="list-style-type: none"> 1. Public institution for the management of protected areas of nature in Dubrovnik-Neretva County 2. Public Institution Lokrum Reserve 3. Trsteno Arboretum 4. D'Art Association 	<ol style="list-style-type: none"> 1. Marijana Miljas Đuračić 2. Marija Crnčević 3. Ivan Šimić 4. Tea Batinić
Parks and protected areas	<ol style="list-style-type: none"> 1. Public institution for the management of protected areas of nature in Dubrovnik-Neretva County 2. Public Institution Lokrum Reserve 3. Arboretum Trsteno 4. DEŠA Regional center for community building and civil society development 	<ol style="list-style-type: none"> 1. Marijana Miljas Đuračić 2. Marija Crnčević 3. Ivan Šimić 4. Ana Cvjetković
Climate change	<ol style="list-style-type: none"> 1. University of Dubrovnik 2. DEŠA Regional center for community building and civil society development 3. DURA 	
Marine / Oceans	<ol style="list-style-type: none"> 1. Public institution for the management of protected areas of nature in Dubrovnik-Neretva County 2. Dubrovnik Authority Port 3. University Dubrovnik-Dept. of Aquaculture 4. Ministry of the Sea, Transport, and Infrastructure 5. Ministry of Tourism 	<ol style="list-style-type: none"> 1. Marijana Miljas Đuračić 2. Darijo Barbarić

Maritime	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Dubrovnik Neretva County 3. Dubrovnik Port Authority 4. Port of Dubrovnik 5. Public Institution Lokrum Reserve 6. Dubrovnik County Port Authority 	<ol style="list-style-type: none"> 1. Marko Miljanić 2. Ivo Klaić 3. Blaž Pezo, Hrvoje Kulušić 4. Željko Raguž 5. Ivica Grilec 6. Željko Dadić
COMMUNITY AND CULTURE		
Culture and heritage	<ol style="list-style-type: none"> 1. City of Dubrovnik with City Departments for Tourism, City Property and Culture 2. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 3. Dubrovnik Heritage Ltd. 4. Institute for Restoration of Dubrovnik 5. Department for Conservation Dubrovnik 6. Dubrovnik Museums+11 cultural Institutions 7. DEŠA-Regional center for Community building and civil society Development 8. Lindo Folklore Ensemble 9. ARL-Art Workshop Lazareti 	<ol style="list-style-type: none"> 1. Jelka Tepšić, Marko Miljanić, Ana Hilje, Zdenko Medović, Ivana Brnin 2. Lukša Hanza 3. Tonči Daničić 4. Mihaela Skurić, Amalija Pavlić 5. Žana Baća, Aljoša Špaleta 6. Julijana Antić Brautović 7. Ana Cvjetković 8. Vlaho Kljunak 9. Srđana Cvijetić
Historical and cultural sites / trust	<ol style="list-style-type: none"> 1. City of Dubrovnik Department for City Property 2. Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage 3. Dubrovnik Heritage Ltd. 4. Institute for Restoration of Dubrovnik 5. Department for Conservation Dubrovnik 	<ol style="list-style-type: none"> 1. Zdenko Medović 2. Lukša Hanza 3. Tonči Daničić 4. Mihaela Skurić, Amalija Pavlić 5. Žana Baća, Aljoša Špaleta
Community and civic engagement	<ol style="list-style-type: none"> 1. Association of Friends of Dubrovnik Heritage 2. Bonsai – Volunteer centre for building society Dubrovnik 3. DEŠA 4. D'art Association 5. Art workshop Lazareti 6. City Council 7. City of Dubrovnik- Department for Culture 8. Dubrovnik Neretva County 	<ol style="list-style-type: none"> 1. Lukša Hanza 2. Anja Marković, Nina Zore 3. Ana Cvjetković 4. Tea Batinić 5. Srđana Cvijetić 6. Marko Potrebica 7. Ana Hilje
Prevention of exploitation	<ol style="list-style-type: none"> 1. City of Dubrovnik 2. Department for Conservation Dubrovnik 3. Institute for Restoration of Dubrovnik 4. City Council Members 	<ol style="list-style-type: none"> 1. Jelka Tepšić 2. Žana Baća, Aljoša Špaleta 3. Mihaela Skurić

ECONOMY		
Micro, Small, or Medium-sized Enterprise / entrepreneurship promotion and capacity building	<ol style="list-style-type: none"> 1. Croatian Chamber of Commerce 2. Croatian Chamber of Trades and Crafts 3. Dubrovnik Development Agency DURA 4. Dubrovnik Neretva County Agency for Development DUNEA 5. University of Dubrovnik 6. Association of caterers 7. Croatian Association of Employers 8. DEŠA 9. Association of Guides 10. Linđo Folklore Ensemble 	<ol style="list-style-type: none"> 1. Nikolina Trojić 2. Zlatko Begušić 3. Marina Lazarević 4. Melanija Milić 5. Ivana Pavlič, 6. Ante Vlašić 7. Dasen Jasprica 8. Ana Cvjetković 9. Maja Milovčić 10. Vlaho Kljunak
Economic development	<ol style="list-style-type: none"> 1. Croatian Chamber of Commerce 2. Croatian Chamber of Trades and Crafts 3. Dubrovnik Neretva County 4. City of Dubrovnik 5. Dubrovnik Development Agency DURA 6. Dubrovnik Neretva County Agency for Development DUNEA 7. Croatian Association of Employers 8. Association of Guides 9. Guild of Caterers 10. DEŠA 	<ol style="list-style-type: none"> 1. Nikolina Trojić 2. Zlatko Begušić 3. Ivo Klaić 4. Marko Miljanić, Zrinka Raguž, Ranko Milić 5. Marina Lazarević 6. Melanija Milić 7. Dasen Jasprica 8. Maja Milovčić 9. Nikolina Farčić 10. Ana Cvjetković
Economic monitoring	<ol style="list-style-type: none"> 1. Croatian Chamber of Commerce 2. Croatian Chamber of Trades and Crafts 3. City of Dubrovnik 4. Dubrovnik Neretva County 5. Centre for Employment 6. Association of Guides 7. Guild of Caterers 8. DEŠA 	<ol style="list-style-type: none"> 1. Terezina Orlić, Nikolina Trojić 2. Nikolina Farčić, Zlatko Begušić 3. Marko Miljanić 4. Ivo Klaić 5. Dasen Jasprica 6. Maja Milovčić 7. Nikolina Farčić 8. Ana Cvjetković
Employment / Workforce Development	<ol style="list-style-type: none"> 1. Centre for Employment 2. Dubrovnik development agency DURA 3. DEŠA 4. Bonsai- Volunteer centre for building society Dubrovnik 	<ol style="list-style-type: none"> 1. Dasen Jasprica 2. Marijana Puljas 3. Ana Cvjetković 4. Anja Marković

*Not specifically for Tourists but for residents and visitors

C. GSTC Destination Assessment – Onsite Itinerary

Figure 31: Stakeholder Workshops, Consultations and Site visits



Opening meeting with City of Dubrovnik



Introductory workshop with stakeholder consultation group (>70 participants)



Closing workshop with stakeholders (>40 participants)



3 Focus groups (46 participants)



27 Individual meetings with NGO's, Hoteliers, Tourism Businesses & Site/ Attractions Managers



Table 6: Timetable of Meetings and Onsite Visits

<p>Day 1: Sunday (24/11/19)</p>	<p>→ Meet with City of Dubrovnik (Jelka Tepšić, Ranko Milić, Katija Klaić, Nataša Mirić, Alisa Aliti Vlašić)</p> <p>→ Working breakfast in Pucić Palace Hotel ROLES IN MEETINGS / CITY REPS & PRESENTATIONS STAKEHOLDERS MAP – UPDATE AFTER THE OPENING EVENT FOCUS GROUPS / PILLARS VS SECTORS & SOCIETY & MANAGEMENT WEEK SCHEDULE – UPDATE PLEASE MATERIAL DELIVERED - PENDING DELIVERY LIST OF PARTICIPANTS, WITH AFFILIATION (NAMES VS ORGANIZATION VS CONTACT) MATERIAL PREPARATION FOR DAYS (A2 + STICKERS) PRINTING OF MATERIAL / READY FOR TRAVELING ARRANGEMENTS - ok TRANSLATION CAPACITY (MATERIAL ARE STILL UNDER TRANSLATION AND WILL BE DELIVERED IN THE COMING DAYS / LIVE TRANSLATION GUARENTEDED) LUNCH BREAKS / COFFEE BREAKS - ok EXPOSURE & MEDIA / PHOTOS – MUNICIPALITY RULE MATERIAL TO SHARE – CRITERIA PRINT OUTS MAP LOCATION OF THE SITE VISITS EVIDENCES / PHOTOS & RULES (ASK FOR PERMISSION)</p> <p>→ Guided Tour Old City</p>
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Day 2: Monday (25/11/19)	<p>→ Initial meeting with City of Dubrovnik</p> <p>Mayor-Mato Franković, Deputy Mayor- Jelka Tepšić, Deputy Mayor- Orlanda Tokić, President of City Council-Marko Potrebeca, Project Manager Respect the City- Ranko Milić, City of Dubrovnik- Katija Klaić, City of Dubrovnik - Ivana Brnin, Head of Departments: Marijeta Hladilo, Marko Miljanić, Ana Hilje, Jelena Lončarić, Erna Raguž, Dživo Brčić, Đuro Šutalo, Ivo Cvjetković, Zlatko Uršić, Katija Miljković, Zrinka Raguž, Zdenko Medović, DURA City Develop Agency-Marina Lazarević, Nataša Mirić</p>
City Hall	
Short walk to Lazareti	(15')
Lazareti	<p>→ Introductory workshop with stakeholder consultation group</p> <p>Mayor-Mato Franković, Deputy Mayor- Jelka Tepšić, Deputy Mayor- Orlanda Tokić, President of City Council-Marko Potrebeca, Project Manager Respect the City- Ranko Milić, City of Dubrovnik- Katija Klaić, City of Dubrovnik - Ivana Brnin, Head of Departments: Marijeta Hladilo, Marko Miljanić, Ana Hilje, Jelena Lončarić, Erna Raguž, Dživo Brčić, Đuro Šutalo, Ivo Cvjetković, Zlatko Uršić, Katija Miljković, Zrinka Raguž, Zdenko Medović, Anita Burić, DURA City Develop Agency-Marina Lazarević, Nataša Mirić, Alisa Aliti Vlašić City Council: Ivan Jelčić, Miho Obradović, Vido Bogadnović, Nikša Selmani, Jadran Barač, Blaž Pezo</p>
City Hall	<p>1. Ministry of Tourism: Minister Gari Capelli 2. State Secretary Frano Matušić, 3. Dubrovnik Neretva Region President Nikola Dobroslavić, Deputy of President Joško Cebalo, 4. Head of Tourism Department- Ivo Klaić, 5. Filip Žaja, 6. Romana Vlašić, 7. Vladimir Bakić, 8. University of Dubrovnik Rector-Nikša Burum, 9. Ivana Pavlić, 10. Ana Portolan, 11. Ivona Vrdoljak Raguž, 12. Stjepan Srhoj, 13. Maja Milovčić, 14. Marina Franić, 15. Lukša Hanza, 16. Nikolina Farčić, 17. Nikolina Trojić, 18. Terezina Orlić, 19. Ana Cvjetković, 20. Maro Savinović, 21. Tonči Daničić, 22. Mihaela Skurić, 23. Žana Baća, 24. Srđana Cvijetić, 25. Ivica Grilec, 26. Željko Miletić, 27. Ivan Pavličević, 28. Miro Bajo, 29. Ante Vuletić, 30. Ana Miličić, 31. Marijo Begić, 32. Živko Šimunović, 33. Zlatko Begušić, 34. Blaž Pezo, 35. Katarina Varez, 36. Darijo Barbarić, 37. Ivan Tokić, 38. Ivan Šimić, 39. Marijana Miljas Đuračić, 40. Vlaho Kljunak, 41. Ivana Medo Bogadanović, 42. Nikša Matić, 43. Pavica Vilać, 44. Julijana Brautović, 45. Mato Lakić, 46. Stjepko Krilanović, 47. Anja Marković, 48. Željko Raguž, 49. Tomislav Tabak, 50. Ante Vojvodić, 51. Frano Luetić, 52. Lukša Matušić, 53. Marko Iveković, 54. Dasen Jasprica, 55. Hrvoje Carić, 56. Anto Rusković, 57. Zvonimir Mataga, 58. Tea Batinić, 59. Ante Vlašić, 60. Marina Oreb, 61. Melanija Milić, 62. Tomislav Dumančić, 63. Mario Matković, 64. Katija Jerković, 65. Mirna Stražičić Lončar, 66. Tom Zovko, 67. Goran Hrnić, 68. Boro Aleksić, 69. Antun Perušina, 70. Don Hudspeth, 71. Duško Pavlović, 72. Nenad Antolović, 73. Mato Kekez, 74. Jadranka Šimunović, 75. Romana Tomić, 76. Zoran Klarić, 77. Izidora Marković Vukadin, 78. Jelena Šobat, 79. Stanko Ljubić, 80. Baldo Pušić, 81. Melanija Milić, 82. Ivica Sabljčić, Mario Miličević, 83. Marijo Bekić, 84. Nada Medović, 85. Luka Lulić, 86. Božo Benić, 86. Anita Kunica Jelčić, 87. Robert Kulaš, 88. Marijana Pečarević, 89. Željko Dadić, 90. Mario Miličević</p> <p>Brief Overview of GSTC (10')</p> <p>Overview of GSTC Destination Assessment Rationale, Scoring System, Process (25')</p> <p>Orientation to GSTC Criteria (45')</p> <p>Discussion, Questions about GSTC, Criteria, and Assessment (45')</p> <p>Optional Stakeholder Engagement on Main Issues Facing Destination (Time Permitting) / Review of Next Steps / Wrap-up (20')</p> <p>→ Document review with Destination Liaison</p> <p>→ Meeting with Zlatko Uršić-Head of Dept for Municipal Utilities and local government</p>

<p>Day 3: Tuesday (26/11/19)</p> <p>City Hall</p>	<p>UPDATE 25.11. 15:22 HRS</p> <p>→ Stakeholder focus group meetings (TOURISM MANAGEMENT, CULTURE & COMMUNITY) Ivo Klaić- Dubrovnik Neretva County-Head of Dept. for Tourism- TBC Marko –Miljanić- City of Dubrovnik Head of Dept for Tourism Economy and Sea, Dživo Brčić- Head of Dept for Education,Sport, Civil Society and social welfare Ana Hilje- City of Dubrovnik Head of Dept for Culture and Heritage, Erna Raguž- City of Dubrovnik Department for Urban planning and environmental protection Nataša Mirić,/Melina Mohorić – DURA Nikolina Trojić/ Jelena Diklić/ Terezina Orlić,- Croatian Chamber of Commerce Zlatko Begušić,Croatian Chamber of Trades and Crafts- TBC Maja Milovčić, Association of Tourist Guides- TBC Marina Franić,- Tourist Guild Association TBC Sandra Milovčević/Romana Vlašić,- Dubrovnik Tourist Board Ivona Vrdoljak Raguž- University of Dubrovnik Tonči Daničić- Dubrovnik Heritage LTD Lukša Hanza City Walls, Tea Batinić,- DART NGO Romana Tomić- DEŠA NGO Julijana Antić Brautović- Dubrovnik Museums, Vlaho Kljunak-Lindo Folklore Ensamble Mihaela Skurić-Institute for restauration Dubrovnik Žana Baća-Department for Conservation Domagoj Nikolić –Rochester institute of Technology Meeting with Mihaela Skurić-Institute for restauration Dubrovnik Žana Baća-Department for Conservation Ana Hilje- City of Dubrovnik Head of Dept for Culture and Heritage</p> <p>Meeting with Marko Miljanić- City of Dubrovnik Head of Dept for Tourism Economy and Sea,</p> <p>Meeting – SMART CITY Stjepan Čavar-DURA Tomislav Tabak- Sanitat (SMART Parking) Petar Kotlar- City of Dubrovnik IT Department Ivo Cvjetković- Department for Traffic Srđan Todorovski- Department for Construction and Project Management</p> <p>→ Document review with Destination Liaison</p>
<p>Day 4: Wednesday (27/11/19)</p> <p>City Hall</p>	<p>→ Stakeholder focus group meetings (ECONOMIC DEVELOPMENT / PRIVATE SECTOR) (Ivo Klaić,Marko Miljanić, Ivona Vrdoljak Raguž, Dasen Jasprica,Mihaela Skurić,Romana Vlašić,Vladimir Bakić,Lukša Hanza,Tonči Daničić, Melina Mohorić,Ana Cvjetković,Nikolina Trojić, Terezina Orlić, Zlatko Begušić, Maro Savinović,Goran Hrnić, Boro Aleksić,Antun Perušina,Don Hudspeth, Duško Pavlović,Maja Milovčić, Marina Franić,Nikolina Farčić, Ante Vlašić,Željko Miletić,Marijana Miljas Đuračić, Ivica Grilec, Pavica Vilać, Robert Kulaš,Stanko Ljubić,Stjepan Srhoj, Katija Jerković, Mirna Stražičić Lončar, Mario Matković, Tom Zovko,Tomislav Dumančić, Ivica Sabljčić</p> <p>→ Document review with Destination Liaison → Meeting: Museums- Julijana Antić Brautović → Meeting: Lazareti Complex- Tonči Daničić</p>

<p>Day 5: Thursday (28/11/19)</p> <p>City Hall</p>	<p>UPDATE 27.11. 15:00HRS /UPDATE 28.11. 13:00HRS</p> <p>Transport in front of the hotel LERO</p> <p>→ Site visits (Environmental / other key infrastructure) Municipal Official waste landfill Grabovica Marko Iveković – Čistoća Dubrovnik Drinking Water Purifier Komolac Slobodan Tikvica- Vodovod Dubrovnik Waste Water Purifier Petka Boris Rabušić- Vodovod Dubrovnik Electricity Substation Srd Zvonimir Mataga- HEP Dubrovnik</p> <p>→ Meeting with Nenad Antolović- Dubrovnik Aquarium</p> <p>→ Stakeholder focus group meetings (ENVIRONMENT) Jelena Lončarić, Erna Raguž, Lukša Matušić, Jadran Barač, Marko Iveković, Blaž Pezo, Darijo Barbarić, Zvonimir Mataga, Ivica Grilec, Marijana Miljas Đuračić, Jadranka Šimunović, Ivan Šimić, Marijana Pećarević, Nenad Antolović, Nataša Mirić, Romana Tomić, Matea Kordić</p> <p>→ Stakeholder interviews and follow-up meetings (as needed) → Document review with Destination Liaison</p>
<p>Day 6: Friday (29/11/19)</p>	<p>Transport in front of the hotel LERO</p> <p>→ Site visits (Sites, attractions, points of interest or concern) Trsteno Arboretum-Ivan Šimić Aci Marine Dubrovnik- Leo Ajduković, Ana Bačić Port Dubrovnik, CIAN-Darijo Barbarić, Katarina Varez, Hrvoje Kulušić, Matko Bašić(CIAN) Cable car- Ivan Tokić City Walls-Lukša Hanza,</p> <p>→ Meeting with Romana Vlašić- Dubrovnik Tourist Board → Visit Valamar Lacroma-Marilka Tovarac</p>
<p>Day 7: Saturday (30/11/19)</p>	<p>→ Site visits (Sites, attractions, points of interest or concern) Island of Lokrum-Ivica Grilec Churches and religious objects- Ivan Viden Hrvoje Katušić Cathedral Saint Blaise Church Bishop Palace Žarkovica animal shelter –Anica Sambrailo(Society for animal protection), Frano Karač(Sanitat)</p>
<p>Day 8: Sunday (01/12/19)</p>	<p>Meeting with Goran Hrnić-CEO Gulliver travel agency → Tea Batinić Tour Old City-TBC → Reserved for Assessor to tabulate preliminary findings and final presentation</p>

<p>Day 9: Monday (02/12/19) City Hall</p> <p>Sloboda Cinema</p>	<p>→ Brief meeting City of Dubrovnik reviewing preliminary findings Review of GSTC Assessment process, scoring, use; review of just completed stakeholder consultation (10') Review of findings and recommendations from the GSTC Assessment (20') Discussion and Questions (15') Mato Franković, Jelka Tepšić, Orlanda Tokić, Marko Potrebica, Ranko Milić, Katija Klaić, Ivana Brnin, Marijeta Hladilo, Marko Miljanić, Ana Hilje, Jelena Lončarić, Erna Raguž, Dživo Brčić, Đuro Šutalo, Ivo Cvjetković, Zlatko Uršić, Katija Miljković, Zrinka Raguž, Zdenko Medović, Marina Lazarević, Nataša Mirić, Filip Žaja</p> <p>→ Final workshop with stakeholder consultation group and action planning workshop Introduction (5') Overview of preliminary findings from assessment and preliminary recommendations per finding (30') Stakeholder Engagement to Prioritize the Recommendations (20') Assessor tabulates votes to identify the destination's top 5 priorities (15') Stakeholder Engagement to Design Action Projects (60') Groups Present Action Projects (90') Closing Discussion/Wrap-up (20') Mayor-Mato Franković, Deputy Mayor- Jelka Tepšić, Deputy Mayor- Orlanda Tokić, President of City Council-Marko Potrebica, Project Manager Respect the City- Ranko Milić, City of Dubrovnik- Katija Klaić, City of Dubrovnik - Ivana Brnin, Head of Departments: Marijeta Hladilo, Marko Miljanić, Ana Hilje, Jelena Lončarić, Erna Raguž, Dživo Brčić, Đuro Šutalo, Ivo Cvjetković, Zlatko Uršić, Katija Miljković, Zrinka Raguž, Zdenko Medović, Anita Burić, DURA City Develop Agency-Marina Lazarević, Nataša Mirić, Alisa Aliti Vlašić City Council: Ivan Jelčić, Miho Obradović, Vido Bogadnović, Nikša Selmani, Jadran Barač, Blaž Pezo 1. Ministry of Tourism: Minister Gari Capelli 2. State Secretary Frano Matušić, 3. Dubrovnik Neretva Region President Nikola Dobroslavić, Deputy of President Joško Cebalo, 4. Head of Tourism Department- Ivo Klaić, 5. Filip Žaja, 6. Romana Vlašić, 7. Vladimir Bakić, 8. University of Dubrovnik Rector-Nikša Burum, 9. Ivana Pavlić, 10. Ana Portolan, 11. Ivona Vrdoljak Raguž, 12. Stjepan Srhoj, 13. Maja Milovčić, 14. Marina Franić, 15. Lukša Hanza, 16. Nikolina Farčić, 17. Nikolina Trojić, 18. Terezina Orlić, 19. Ana Cvjetković, 20. Maro Savinović, 21. Tonči Daničić, 22. Mihaela Skurić, 23. Žana Bača, 24. Srdana Cvijetić, 25. Ivica Grilec, 26. Željko Miletić, 27. Ivan Pavličević, 28. Miro Bajo, 29. Ante Vuletić, 30. Ana Miličić, 31. Marijo Begić, 32. Živko Šimunović, 33. Zlatko Begušić, 34. Blaž Pezo, 35. Katarina Varez, 36. Darijo Barbarić, 37. Ivan Tokić, 38. Ivan Šimić, 39. Marijana Miljas Đuračić, 40. Vlaho Kljunak, 41. Ivana Medo Bogadanović, 42. Nikša Matić, 43. Pavica Vilać, 44. Julijana Brautović, 45. Mato Lakić, 46. Stjepko Krilanović, 47. Anja Marković, 48. Željko Raguž, 49. Tomislav Tabak, 50. Ante Vojvodić, 51. Frano Luetić, 52. Lukša Matušić, 53. Marko Iveković, 54. Dasen Jasprica, 55. Hrvoje Carić, 56. Anto Rusković, 57. Zvonimir Mataga, 58. Tea Batinić, 59. Ante Vlašić, 60. Marina Oreb, 61. Melanija Milić, 62. Tomislav Dumančić, 63. Mario Matković, 64. Katija Jerković, 65. Mirna Stražičić Lončar, 66. Tom Zovko, 67. Goran Hrnić, 68. Boro Aleksić, 69. Antun Perušina, 70. Don Hudspeth, 71. Duško Pavlović, 72. Nenad Antolović, 73. Mato Kekez, 74. Jadranka Šimunović, 75. Romana Tomić, 76. Zoran Klarić, 77. Izidora Marković Vukadin, 78. Jelena Šobat, 79. Stanko Ljubić, 80. Baldo Pušić, 81. Melanija Milić, 82. Ivica Sabljčić, Mario Miličević, 83. Marijo Bekić, 84. Nada Medović, 85. Luka Lulić, 86. Božo Benić, 86. Anita Kunica Jelčić, 87. Robert Kulaš, 88. Marijana Pečarević, 89. Željko Dadić, 90. Mario Miličević, 91. Maria Deligianni</p> <p>→ Lunch</p>
<p>Day 9: Tuesday (03/12/19)</p>	<p>Departure of Assessor</p>

D. Completed Assessment Matrix

Table 7: Completed Assessment Matrix

No.	GSTC Criteria	GSTC Performance Indicators	Evaluation Score [0= no doc. or evidence; 1=doc. exists 2=doc. and evidence of implementation; 3= doc., evidence + improving trends; N/A=not applicable in the destination]	Evidence / Reviewer Comments
A. Demonstrate effective sustainable management				
A1	Sustainable destination strategy: The destination has established and is implementing a multi-year destination strategy that is publicly available, is suited to its scale; that considers environmental, economic, social, cultural, quality, health, and safety, and aesthetic issues; and was developed with public participation.	A1.a. Multi-year destination strategy that includes a focus on sustainability and sustainable tourism and includes environmental, economic, social, cultural heritage, quality, health safety and issues	3 = documents, evidence and improving trends	During the Assessment, there were found several documents related with strategy, planning, vision, etc, connected with the Country / Regional / Dubrovnik area. Some of them are 'Strategy Dubrovnik Neterva Region', 'Tourism Development Strategy', 'Strategy Plan City of Dubrovnik 2018' and more. Even the 'Dubrovnik Respect the City' program is based on such an approach. However, even though there are many documents, none of these ones can be taken as a holistic one which focus on the sustainable tourism as an overall subject. Also, the support in a long-time way (multi- year destination strategy) is not identified. The documentation that was found in place starts mainly on the last 2 years' time (Strategic Plan 2018-2020) and is expected an updated of this documentation (not a Sustainable Tourism Strategy Documentation) in 2020, based on many pending documents from several external origins (Universities, Tourism institutes, etc). In addition, an Agile Action Plan of the Respect the City Project which is integrating existing strategies and providing measures for short-term, mid-term and long-term perspective and IS focused on sustainable tourism and integrated development of the destination.
		A1.b. Multi-year destination plan or strategy that is up-to-date and publicly available	2 = documents and evidence of implementation	Based on the evidences, there is in place documentation explained before on the strategy (general, not especially for sustainability), in a multi-year manner, which is publicly available via the National links (https://mgipu.gov.hr/access-to-information/regulations-126/regulations-in-the-field-of-physical-planning-8641/8641) or Local ones (http://www.tzdubrovnik.hr/lang/en/get/vijesti/71884/tourism-and-strategy-2018.html). The RTC Action plan has initiated actions on the urgent issues of overcrowding, traffic deadlocks, etc. through a set of short-term, mid-term and long term interventions and also long-term
		A1.c. Multi-year destination plan or	2= documents and evidence of implementation	

		strategy that was developed with public participation		measures are supported by the Government of Croatia and JASPERS, EC technical assistance for strategic local projects. Finally, berthing policy and cooperation with CLIA achieved improvements in decrease of overcrowding.
		A1.d. Political commitment to implement the multi-year destination plan and evidence of implementation	2 = documents and evidence of implementation	During the assessment, a clear political commitment on multi-year destination plan was found, even from Municipality decisions or statements in several means. The implementation of such a commitment was proved by several outcomes (activities, achievements, reports, etc). Also, there were found some improvements in overcrowding issues, but most of the measures that will create visible improvements require mid-term and long-term perspective. Not enough evidences were found on improvements in place in the time of intervention of the assessment.
A2	Destination management organization: The destination has an effective organization, department, group, or committee responsible for a coordinated approach to sustainable tourism, with involvement by the private sector and public sector. This group is suited to the size and scale of the destination, and has defined responsibilities, oversight and implementation capability for the management of environmental, economic, social, and cultural issues. This group's activities are appropriately funded.	A2.a. An organization has responsibility for coordinated approach to the management of sustainable tourism	3 = documents, evidence and improving trends	Based on the evidences, there is in place such an organization : The Dubrovnik Tourist Board. The goal of the Dubrovnik Tourist Board is to encourage, improve and promote the organization of cultural, artistic, economic, sporting and other events that contribute to the enrichment of the tourist attractions of the city. One of the main goals is to encourage and organize action that preserves the tourist area and protects the tourist environment in the city, as well as to assist in the development of tourism in those sites that belong to municipalities or to the city proper but are still not touristically developed. The other goal of the Dubrovnik Tourist Board is to collect and process data on the number of guests in Dubrovnik on a daily, weekly and monthly basis. In this role and especially for sustainable tourism content, DURA also has an important mission to support. Finally, the Dubrovnik Port Authority, supported by the Harbor Authority are supporting this mission with data, projects and continuous communications.
		A2.b. The private sector and public sector are involved in the organization and coordination of tourism	3 = documents, evidence and improving trends	The Dubrovnik Tourism Board has the role of the DMO in the City. It has the Mayor as President, a Supervising Board, a Tourism Council representing the Private sector into decisions making (Hotels' Groups, Tour Operators / Travel Agents, OTAs, Restaurants), and of course an Assembly representing all the stakeholders of the City (Hotels, Marinas, News, Private accommodations and camps, Transportation, Trade, Tourism Agencies, Restaurateurs, and special activities). Based on that, It represents the city of Dubrovnik, the towns Rijeka dubrovačka, Zaton, Orašac, Trsteno and Brsečine, as well as the islands of Lokrum, Koločep, Lopud and Šipan. By the outcomes on visits and performance, there are strong evidences that an efficient representation is achieved.
		A2.c. The tourism organization is suited to the size and scale	2 = documents and evidence of implementation	In the management structure, except the Director, there is enough personnel with competence on tourism but also Assembly with 40 members and Board on governance. However, there were found not enough evidences on the targets – related performance of the organization which

		of the destination		should be connected with the personnel and the level of capacity in place.
		A2.d. Individuals within the tourism organization have assigned responsibilities for sustainable tourism	2 = documents and evidence of implementation	During the assessment, there were found no specific person which was responsible on sustainable tourism in the Dubrovnik Tourism Board. The only evidence related with sustainable tourism a role from an external consultant that was related with the RESPECT THE CITY initiative. The Respect the City established a cross-sector Advisory Board that is intended to become part of the future destination management structure. Now, City of Dubrovnik has more active role in destination management, while the Tourism Board is more focused on destination marketing. However, this is the only direct related connection of the Tourism Board operation with Sustainable tourism, together with some other initiatives or research programs (CROSTO, SAFE VACATIONS and other), where the main target seems to be the promotion of this subject and not the creation of a robust strategy on specific sustainable tourism.
		A2.e. The tourism organization is appropriately funded.	3 = documents, evidence and improving trends	Based on the financial information that were delivered to the assessor, there are evidences that the Dubrovnik Tourism Organization is appropriately funded for its role. However, it should be stated here that this funding is more related with the scope of promotion and related activities with that, and not so much in a role of creation and support of other activities on sustainable tourism. These roles are taken from other entities in Dubrovnik, like DURA, which is designing and executing a successful mission on EU Funded projects (mainly) but also the City of Dubrovnik with its departments, focusing mainly in infrastructure and legislation issues.
A3	Monitoring: The destination has a system to monitor, publicly report, and respond to environmental, economic, social, cultural, tourism, and human rights issues. The monitoring system is reviewed and evaluated periodically.	A3.a. Active monitoring and public reporting of environmental, economic, social, cultural, tourism, and human rights issues	1 = documents exist	During the assessment, there was found no active and enough monitoring system in place for the City of Dubrovnik about ALL the tourism related aspects. What was found in place were several indicators based on EU project (CROSTO) and the outcomes of the Croatian Sustainable Tourism Observatory, in which there was no specific indication for Dubrovnik. Also, it was not clear if any outcomes by those initiatives where public, except some specific information related with environmental issues like water quality in the area by the Ministry reps. The need of such a future capacity was identified also during the shareholders discussions and especially with scientists from universities and other institutions.
		A3.b. Monitoring system is reviewed and evaluated periodically	0 = no documents exist	There was found not enough evidences that the monitoring systems that were identified for part of the mission of A3.a where reviewed and evaluated in a very systematic way. We have found only some evidences for 2018 (TOMAS Dubrovnik 2018 – Survey on attitudes and expenditures of tourists and same-day visitors in Dubrovnik in 2018 http://www.tzdubrovnik.hr/lang/13/user_files/made/Tomas%20Dubrovnik%202018.pdf).

		A3.c. Tourism impact mitigation procedures funded and active	1 = documents exist	Based on the documentation that was provided, it was found that there were specified and planed impact mitigation procedures for the City of Dubrovnik. However, there were not identified enough evidences on the activation of these in practice and in what manner they were funded.
A4	Tourism Seasonality Management: The destination dedicates resources to mitigate seasonal variability of tourism where appropriate, working to balance the needs of the local economy, community, cultures and environment, to identify year-round tourism opportunities.	A4.a. Specific strategy for marketing off-season events and attracting visitors year-round	2 = documents and evidence of implementation	During the assessment, there were found strong evidences to support this. During the year, the Dubrovnik Tourist Board organizes numerous marketing activities and targeted presentations in foreign markets, with an emphasis on year-round markets. In 2018, the focus of the Dubrovnik Tourist Board activities was on the extension of the tourist season in line with the slogan "Dubrovnik - a City for all seasons". The benefits of extending the season, in addition to financial effects, are year-round workforce employment that will ensure the quality of service, open facilities throughout the year and ultimately a vibrant city where both citizens and tourists will feel comfortable. Today, Dubrovnik has the longest season in Croatia with excellent occupancy, a strong congress season, a large increase in tourist traffic from all leading markets, especially from distant year-round markets. A growing number of airlines are continuing their flights through the off-season, such as: Croatia Airlines, Turkish Airlines, British Airways, LOT, Vueling, Aegean Airlines and maintaining direct flights during the winter with Frankfurt, London, Istanbul, Warsaw, Barcelona, Rome and Athens in international traffic, and Croatia Airlines also with Zagreb. A direct marketing campaign has also been arranged with American Airlines to establish a new flight from Philadelphia to Dubrovnik, with British Airways for winter flights from London and Vueling from Barcelona and Rome in the winter. Projects to extend the tourist season: Winter Program with folklore and City tour, Good Food Festival, Winter Restaurants. Also, a strategic project of Croatia Airlines, the Dubrovnik Tourist Board and the Croatian National Tourist Board for the Dubrovnik - Frankfurt flights was agreed, and accordingly a marketing campaign. Also, the Project Respect the City identifies this as one of its priorities and is planning to initiate a working package oriented to address this issue not only through marketing of the destination's off-season but also to develop new sustainable all year round tourism offer with special interest tourism. This will be part of the new destination management structure to be established in the destination through the RtC future activities.

A5	Climate Change Adaptation: The destination has a system to identify risks and opportunities associated with climate change. This system encourages climate change adaptation strategies for development, siting, design, and management of facilities. The system contributes to the sustainability and resilience of the destination and to public education on climate for both residents and tourists.	A5.a. Current system for climate change adaptation and risk assessment	2 = documents and evidence of implementation	Based on the evidences, there was found in place a systematic approach on the climate change adaptation and risk assessment related with that in the City of Dubrovnik. On that subject, the City of Dubrovnik, together with DURA but also with other entities, have developed a Climate Adaptation Plan and other activities in order to move towards that direction, identifying critical issues and adaptation actions for the city. Also, the Respect the city initiative is in the same direction as a horizontal approach and supports these activities. This adaptation plan was generated in the iDEAL project and delivered on November 2019. Climate changes are not just horizontal measure but has its own goal under the priority Sustainability and Resilience where the climate change adaptation and resilience is directly included with establishment of climate change risk management systems and solutions.
		A5.b. Laws or policies to mitigate climate change and encourage technologies to mitigate climate change	2 = documents and evidence of implementation	During the assessment, there were found evidences that policies are implemented in order to mitigate climate change, especially in transportation. The technologies on that sector were introduced via the concept of smart cities for this target.
		A5.c. Program to educate and raise awareness among the public, tourism enterprises, and visitors about climate change	2 = documents and evidence of implementation	Based on the documentation that was provided, it was found that there were specified and planned impact mitigation procedures for the City of Dubrovnik. Especially via the project iDEAL by DURA. It was found also that Project ReDU is especially focused on tourism, both tourism service providers and travelers on how to mitigate climate changes through responsible waste management and reuse practices. However, there were not identified enough evidences on the activation of these in practice and especially in relation with tourism enterprises and visitors. More evidences are needed to support these.
A6	Inventory of tourism assets & attractions: The destination has an up-to-date, publicly available inventory and assessment of its tourism assets and attractions, including natural and cultural sites.	A6.a. Current inventory and classification of tourism assets and attractions, including natural and cultural sites	2 = documents and evidence of implementation	During the assessment, it was identified an inventory for the cultural sites and attractions (http://www.tzdubrovnik.hr/lang/en/news/spomenici/index.html). However, it was not found in place and up-to-date an inventory for natural sites, especially outside the area of the old city and in the region that could initiate an engagement with the visitors. This part is included in the development of the smart visitor flow management system that is in development and testing. This system includes natural sites especially outside of the area of the old city. The mobile application is available online but still in beta testing. Also, during the shareholders discussion it was found that many information items related especially with this part was not public or easily to find. Also, in some cases, information points for natural sites where not up to date.

A7	Planning Regulations: The destination has planning guidelines, regulations and/or policies that require environmental, economic and social impact assessment and integrate sustainable land use, design, construction, and demolition. The guidelines, regulations and/or policies are designed to protect natural and cultural resources, were created with local inputs from the public and a thorough review process, are publicly communicated, and are enforced.	A7.a. Planning or zoning guidelines, regulations and/or policies that protect natural and cultural resources	3 = documents, evidence and improving trends	During the assessment, it was found a comprehensive system on planning regulation and process supporting this in the City of Dubrovnik. This planning system, covers all the necessary items, is updated every 2 years and is public available. General Urbanistic Plan integrates the inventories, values and the mechanism of the preservation and protection of the natural and cultural heritage. Plan is compiled through participatory approach and adopted after public hearings. Also, it was found in place a Conservation Plan for the Buffer zone of WHS Old City of Dubrovnik. Conservation Plan for the buffer zones of WHS envisages and regulates all possible negative impact to the historic core of the future development in the given area. In addition, many supporting items were found (Sustainable Tourism Mobility Study, Regulation on Ecological Network, Airport Strategy, etc)
		A7.b. Guidelines, regulations and/or policies that address sustainable land use, design, construction, and demolition	1 = documents exist	Based on the evidences that were found, there are in place guidelines and policies on the general land use, design, construction and demolition but not with specific and demanding identification of the sustainable terminology on these.
		A7.c. Guidelines, regulations and/or policies were created with local inputs from the public and a thorough review process	2 = documents and evidence of implementation	During the on-site part of the assessment, it was identified that there is in place all the necessary regulations and guidelines for the decision making based on local inputs and public review, as it is an EU regulation also. This is a specific goal in the RtC project intervention logic under the priority of Sustainability and Resilience. However, additional proofs have not provided on that in order to justify the process efficiency.
		A7.d. Planning guidelines, regulations and/or policies are publicly communicated and are enforced	1 = documents exist	Even that the publicly communication is a legislative demand, during the assessment was found several interview outcomes given that the communication part is not enough. More actions should be made in that direction.

A8	Access for all: Where appropriate, sites and facilities, including those of natural and cultural importance, are accessible to all, including persons with disabilities and others who have specific access requirements. Where such sites and facilities are not immediately accessible, access is afforded through the design and implementation of solutions that take into account both the integrity of the site and such reasonable accommodations for persons with access requirements as can be achieved.	A8.a. Policies supporting access to tourist sites and facilities, including those of natural, cultural and historic importance for Individuals with disabilities and others who have specific access requirements, where appropriate	2 = documents and evidence of implementation	On October 13, 2015, the Dubrovnik City Council adopted the Strategy for Equalization of Opportunities for Persons with Disabilities for the period from 2015 to 2020. Priority areas identified in the Strategy are: 1. Upbringing and education, 2. Employment, 3. Social inclusion focusing on social services, 4. Partnership with civil society organizations, 5. Accessibility and transport. Also, many items in the Respect the city initiative were supporting these. Finally, the initiative 'Dubrovnik - a healthy town' supports that as a cooperation between the Dubrovnik City Government and civil society organizations in the implementation of the Strategy for Equalization of Opportunities for Persons with Disabilities. Finally, this also included in the RtC Action Plan under the Priority Accessibility and Mobility, with specific goal focused on sustainability and accessibility for children, persons with disability and other persons with mobility issues.
		A8.b. Accessibility solutions are designed to take into account the integrity of the site while making reasonable accommodation for people with disabilities	2 = documents and evidence of implementation	Examples of the solutions for the transport : Specialized vehicle for the transport, Transporter in the historic city center, Lifts and elevators on three Dubrovnik beaches, Public transport adapted to persons with disabilities, Mobile ramp in the Lazareti complex.
A9	Property Acquisitions: Laws and regulations regarding property acquisitions exist, are enforced, comply with communal and indigenous rights, ensure public consultation, and do not authorize resettlement without prior informed consent and/or reasonable compensation.	A9.a. Policy or legislation, including enforcement provisions exists	2 = documents and evidence of implementation	Based on the assessment outcomes, the city of Dubrovnik follows all the necessary legislation on this criterion, even though is not straight related with the content of the destination. However, it could be related with the rights of the citizens of the old city, for which there are taken all the necessary measures and supporting policies.
		A9.b. Policy or legislation that considers indigenous rights and authorizes resettlement only when there is informed consent and/or reasonable compensation	2 = documents and evidence of implementation	Based on the assessment outcomes, the city of Dubrovnik follows all the necessary legislation on this criterion, even though is not straight related with the content of the destination. However, it could be related with the rights of the citizens of the old city, for which there are taken all the necessary measures and supporting policies.

A10	Visitor Satisfaction: The destination has a system to monitor and publicly report visitor satisfaction, and, if necessary, to take action to improve visitor satisfaction.	A10.a. Collection and public reporting of data on visitor satisfaction	1 = documents exist	Evidences on the existence of a public reporting of data on visitor satisfaction were identified, based on reports like the TOMAS Dubrovnik 2018. However, it was not clear how and if it is efficient the implementation of such a process and the means for that (for example yearly reports, Tourism Board Website, etc).
		A10.b. System to take action to improve visitor satisfaction based on monitoring information	1 = documents exist	It was found during the assessment several evidences for the existence of such a systematic way and less a comprehensive system in place. Electronic means were missing.
A11	Sustainability Standards: The destination has a system to promote sustainability standards for enterprises consistent with the GSTC Criteria. The destination makes publicly available a list of sustainability certified or verified enterprises.	A11.a. Industry supported sustainable tourism certification or environmental management system	1 = documents exist	During the assessment, it was identified several Hotels (8 in number) that were certified under a GSTC recognized standard. It was not the case for the TO, where no such information was estimated. This results mainly based on the demand of the market big players (like TUI Group) and less by a central direction of the Hotel Association or the City of Dubrovnik. However, this will change in the middle to long term by the implementation of the RtC program, where such a direction is given.
		A11.b. Sustainable tourism certification or environmental management system recognized by the GSTC	1 = documents exist	It was found in place up to 8 hotels (almost 20%) of the total Destination capacity to be certified as Travelife for Hotels. However, this is the result of a big hotel chain in Croatia (ALH) and not an overall initiative.
		A11.c. Monitoring of tourism business participation in tourism certification or environmental management system	0 = no documents exist	It was found not a robust system of monitoring tourism business participation in place by any organization, public or private. Some applications like Trawel App or other just mentioning this trend and are giving some info about.
		A11.d. Publicly available list of sustainability certified or verified entities	0 = no documents exist	There was found no available publicly list on sustainability certified or verified entities, not even for the Tour Operators that is related with a particularly important part of the tourism economy, Cruising.

A12	Safety & Security: The destination has a system to monitor, prevent, publicly report, and respond to crime, safety, and health hazards.	A12.a. Ongoing compulsory inspections of fire, food hygiene, and electricity safety for tourism properties	3 = documents, evidence and improving trends	Based on the evidences that were identified in the assessment, there is a comprehensive system in place, well organized and controlled by the City of Dubrovnik and the relevant department (for example fire department, etc). Also, this system is often evaluated due to the national legislation needs and updated.
		A12.b. Safety precautions such as first aid stations at Beaches / tourist attraction sites	2 = documents and evidence of implementation	It was found in place all the necessary means to cover this need and support special certifications / evaluations like Blue Flag in specific beaches. Not evaluation outcomes on improvement was found.
		A12.c. System to prevent and respond to crime	3 = documents, evidence and improving trends	Inside the old city but also the other parts of the City of Dubrovnik, there was found a system to prevent and respond to crime, mainly based into a very comprehensive system of cameras that are surveilling most of the parts of the city. Based on the discussions / interviews, this system is updating often in order to support the new needs for transportation but also for safety reasons.
		A12.d. Taxi licensing system with clear pricing and an organized taxi dispatch system at points of tourist entry	1 = documents exist	In several parts of the old city and near the port, boards with pricing of the taxi services where identified. However, there was identified by local reports but also from the shareholders meetings that this is huge issue for the city, because the UBER and other electronic systems. This affects dramatically the heavy transportation issues in high season months but also decreases the quality of the offering services of private transportation. Measures for this issue should and will be taken in the future by the Municipality.
		A12.e. Public reporting of safety and security	2 = documents and evidence of implementation	During the assessment, it was found enough material to proof the public reporting on safety and security, mainly from the Dubrovnik Tourism Board reporting and occasionally by the City of Dubrovnik. This is basically reporting on safety issues and instructions.
A13	Crisis & emergency management: The destination has a crisis and emergency response plan that is appropriate to the destination. Key elements are communicated to residents, visitors and enterprises. The plan establishes	A13.a. Publicly available crisis and emergency response plan that considers the tourism sector	1 = documents exist	During the assessment, it was identified several documents (for example Dubrovnik Civil Protection Action Plan) related with the crisis and emergency response plans in place related with the city of Dubrovnik. Examples of them were the Major Accident Risk Assessment, the Map of Threats, the Seismic Hazard Emergency Plan, the Climate Change Adaptation Plan and others. This is also part of the specific priority of the RtC Action Plan with proposed risk management systems and solutions development and implementation as a combination of short-, mid-and long-term interventions. One of the strategic projects in preparation is directly targeted to this. However, there it was not identified the necessary actions on implementation and updates for improvement of these items, that probably are there. Also, most of

	procedures and provides resources and training for staff, visitors, and residents, and is updated on a regular basis.			these materials are publicly available in order to be used also by the citizens.
		A13.b. Financial and human capital to implement the crisis and emergency response plan	1 = documents exist	Based on the discussions with the shareholders, it was concluded that such capitals are in place, but this was not justified by specific financial means evidences.
		A13.c. Crisis and emergency response plan developed with input from the tourism private sector and including communication procedures for during and after a crisis or emergency	1 = documents exist	During the shareholders discussions, there were found evidences that all the plans developed by an open consultation and feedbacks from the tourism sector as well as the scientific community. However, it was not found any proofs for updating or evaluating of these plans during or after a crisis or emergency.
		A13.d. Crisis and emergency response plan provides resources and training for staff, visitors, and residents	0= no documents exist	Given the evidences of training, it was found in place the necessary documentation on staff training on crisis and emergency plans like seismic event. However, it was obvious of such an event during the assessment (seismic) that training on visitors and residences as well as some professionals was not there (for example Guides).
		A13.e. Crisis and emergency response plan is updated on a regular basis	1 = documents exist	Based on the local legislation needs, such a process is followed and identified at least on the seismic activity emergency plan documentation.
A14	Promotion: Promotion is accurate with regard to the destination and its products, services and sustainability claims. The promotional messages treat local	A14.a. Destination promotional messages that represent local communities and visitors authentically and respectfully	2 = documents and evidence of implementation	Based on the evidences that were collected during the assessment, this was accurate and achieved in the case of Dubrovnik. This action was supported with many means, like Tourism Board website, info point, boards, advertisements in the city and more. Also, it is supported by the Respect the City Initiative but also with the Croatian Souvenirs Initiative, that directly supports via a network of stores in the old city the authentic Dubrovnik. However, it was not found an evaluation of the results.

	communities and tourists authentically and respectfully.	A14.b. Destination promotional messages that are accurate in their description of products and services	2 = documents and evidence of implementation	In most of the cases, it was found that the messages were accurate for products and services and not misleading. Most of the times, the created boards and more were extremely helpful and supporting, in English and other languages.
B.	Maximize economic benefits to the host community and minimize negative impacts			
B1	Economic monitoring: The direct and indirect economic contribution of tourism to the destination's economy is monitored and publicly reported at least annually. To the extent feasible, this should include visitor expenditure, revenue per available room, employment and investment data.	B1.a. Regular monitoring and reporting of tourist expenditure data, revenue per available room, employment and Investment data	1 = documents exist	During the assessment, several information databases were identified containing data related with the tourist expenditure info, revenue per available room, and employment info. Especially data from the national statistical authority was used in order to establish these inputs to Tourism Board reports. Also, the first report of the Sustainable Tourism Observatory was extremely helpful, together with direct data from the CROSTO indicators. However, these data were not collected in a comprehensive manner and the accuracy is under question based on the stakeholder's meetings. More work is having to be done for the full set collection.
		B1.b. Regular monitoring and reporting at least annually of direct and indirect economic contributions of tourism	1 = documents exist	Based on the interviews with the stakeholders and especially with the reps from the City of Dubrovnik Depts and Ministries, the monitoring of the economic contributions of tourism is done at least annually. However, the monitoring of the whole cycle was not described enough by the officials, and especially the indirect part and the monitoring procedures.
		B1.c. Collection and public reporting at least annually of tourism-related employment data, disaggregated by gender and age group	1 = documents exist	Based on the discussions and interviews with the official reps on the employment data, there are reports in place about the employment data for tourism but some reports are not public or there is no accurate and specific data for Dubrovnik every year (mainly these data are coming from the statistical authority of Croatia). More work should be done in that direction by the specific authorities and institutions for accurate monitoring and reports.

B2	Local career opportunities: The destination's enterprises provide equal employment, training opportunities, occupational safety, and fair wages for all.	B2.a. Legislation or policies supporting equal opportunities in employment for all, including women, youth, disabled people, minorities, and other vulnerable populations	2 = documents and evidence of implementation	It was found in place an act that supports this in the City of Dubrovnik: Decision on the accession of the City of Dubrovnik to the European charter for equality of women and men in local life is established and submitted to the City Council of Dubrovnik. This proposal was adopted by the City of Dubrovnik and it is the major tool since 2018. In addition, this is the priority of the RtC Project Intervention logic and will involve a wide set of measures for HRD and capacity building for local and non-local workforce promoting all goals and values mentioned here. Also, it was found in place the Human Resources Development Strategy in the Dubrovnik-Neretva County for the period 2016-2020, where the following priorities were identified: 1 Knowledge and proficiency upgrading needed for a competitive economy; 2. Development and adjustment of educational and scientific programs to meet the market needs; 3. An increase in the employment rate, social cohesion and strengthening of partnership at the labor market. No outcome report was found in place.
		B2.b. Training programs that provide equal access to women, youth, disabled people, minorities, and other vulnerable populations	2 = documents and evidence of implementation	It was identified a number of training programs in place like IDEA – Inspiring digital entrepreneurship project is Erasmus+ project coordinated by UNIDU with aim to develop open education platform for building of digital entrepreneurship competences among youth and students in particular and Lifelong learning programme “Competence building for employability of unemployed citizens in the city of Dubrovnik” is run by UNIDU and its development was financed by city of Dubrovnik with the aim to provide unemployed citizens with basic horizontal skills required for starting own business. Also, program WOMEN ENTREPRENEURS - The purpose of the Program of de minimis aid to women entrepreneurs in the region of Dubrovnik is to strengthen potentials of women entrepreneurs, encourage their self-employment, as well as to realize gender equality through economic empowering of women. The basic principles of the Program are in line with the European charter for equality of women and men in local life. The aids approved and granted following this Program are de minimis aids. This program regulates aids, acceptable applicants and terms of application, purpose and means of the aid, terms and criteria for aid allocation, procedure of approving the aid, as well as obligations of the aid beneficiaries. The means of de minimis aid following this program are grants and are provided from the budget of the City of Dubrovnik according to available means. No results or evaluation on that projects were traced.
		B2.c. Legislation or policies supporting occupational safety for all	3= documents, evidence and improving trends	Based on the Human Resources Development Strategy in the Dubrovnik-Neretva County for the period 2016-2020, several measures was identified in place like Work force adaptation to economic needs, and mobility promotion, while increase of occupational safety for all. The implementation of these measures was monitored in the last 5 years.

		B2.d. Legislation or policies supporting fair wages for all, including women, youth, disabled people, minorities, and other vulnerable populations	3= documents, evidence and improving trends	Based on the notified material, the National policy for gender equality was adopted for the period 2011-2015, after which a similar document at the national level for the subsequent period was not adopted. In the absence of a long-term national strategy, the European Charter and the adoption act serves as a basic guide to drafting the City's action plan. So, the Action plan is aligned with both documents - the National Strategy and the Charter. Also, it was identified the application of national legislation for disabled people, minorities, and other vulnerable Populations.
B3	Public Participation: The destination has a system that encourages public participation in destination planning and decision-making on an ongoing basis.	B3.a. System for involving public, private, and community stakeholders in destination management planning and decision-making	2 = documents and evidence of implementation	In the City of Dubrovnik, the governance model involves all the parties on the decision-making process, following the processes that are originated from the history of the city and the new rules of the Croatian Republic and the European Union rules. For the Destination Management, the major organization is the Dubrovnik Tourist Board, which has its own bodies: The Tourist council, the Supervisory Board and the Assembly. All the bodies are made up of professionals and major stakeholders in the tourism industry of the City of Dubrovnik. Based on the stakeholder's meetings and the interviews, the City has in place a process for not only involving all the stakeholders in the management planning and decision making but also to innovate in that matters. For example, every year in July the City of Dubrovnik announces public tender for institutions, NGOs, artists etc. to propose cultural programs for next year. Organizers can propose programs and funds which they ask in order to realize the program. The Cultural Council, which is appointed by the City Council, evaluates those programs and gives a proposal which programs to finance and in which amount. The Cultural Council is consisted of cultural experts, artist and people who are familiar with different areas of cultural activities, so this way the city administration gives full credit to the experts to model the annual cultural programs of the City of Dubrovnik. Also, evidences have been found in place concerning open discussions on several important issues of the tourism strategy planning (discussions on Dubrovnik Strategy, Planning, etc). However, it should be noted that some NGOs and local residences groups are arising issues on the implemented process of decision making and wants a broader operation of the governance structure, taking more in account the major issues of the city. A review of various opinions, statements and data that will help the stakeholders and decision-makers to develop the plan that will respect the value of the historic core as a living city, but at the same time enable normal living conditions for the (existing and new) population in the historic center. It should be clear that the historic cities without permanent population, filled with visitors cannot continue to live. They are facing

				major problems of which the most important is the increasing depopulation. The process of “departing” from the city is a process in which once lively city becomes a museum and only a symbol or a film scene, an empty scene for the performance and production of different attractions and less a place to live in. A comprehensive Management plan would consider the willingness of the existing population to participate in the production of the plan and to contribute with their suggestions and practical actions. Also, this is also part of the RtC Action Plan with the first several goals of the intervention logic focused on participation and good governance models in wellbeing of local people and community and capacity building activities as well as in destination management activities. Participative budgeting process is started - pilot was done in Dubrovnik Primary schools during 2019, going on through 2020 Cultural Councils are 5 - divided in 5 different fields of art -Audio visual , Museum- galleries and heritage protection, Theatre and Dance, Literature... to them NGOs are addressing offering programs, the selection is made by CC members, final decision approved by the City of Dubrovnik Council. Thus, a more comprehensive evaluation of this process should be presented, with results and targets.
		B3.b. Public meeting(s) to discuss destination management issues each year	1 = documents exist	Based on the findings from the assessment, evidences of meetings’ requirement for destination management issues have been found, at least once per year. However, more data should be provided in order to be justified. As an example of such a practical occasion for discussion / meeting was the Project Respect the City Advisory Board and stakeholder meetings. List of participants, collected feedbacks from participants through discussions, interviews and questionnaires. The inputs are integrated into Proposal of the Project Respect the City Action Plan for the period up to 2025. In any case, it has been emphasized by the local residences the importance for the revitalization of the Old City that the inhabitants are motivated to continue to live in the historic core as they are attached to it and its cultural and historical artefacts. They would like to increase the quality of life through the enforcement of different measures, like the ones mentioned earlier.
		B4.a. Regular collection, monitoring, recording, and public reporting of data on resident aspirations, concerns and satisfaction with	1 = documents exist	It was identified the need for regular monitoring of the resident’s feedback. What was proved is that there is not a permanent process in place, enough and regular but more a field of scientific research by several different organizations, especially the old city of Dubrovnik. Not so many studies have been executed for the rest of the city, which was an issue on monitoring. Also, many consultation processes have been executed for many important issues, like Dubrovnik Strategy, Action Planning, etc. It must be clear that comprehension of residents’ perceptions is crucial for realisation of adequate tourism development and for mutual satisfaction of tourism demand and supply.
B4	Local community opinion: Local communities’ aspirations, concerns, and satisfaction with destination management are regularly monitored, recorded and			

	publicly reported in a timely manner.	destination management		<p>Therefore, the aim is to test the model of residents' perceptions of economic, socio-cultural and environmental impacts of tourism on their [un]support for specific form of tourism development. All the findings so far indicate that there are two groups of stakeholders with the major responsibility for protection of tourism development factors: the 'directly related' and 'indirectly related' ones.</p> <p>An example of such an approach is a study that was conducted for the Institute for Restoration of Dubrovnik (ZOD) using several social research methods during 2016 and 2017, as the basis for the Management plan for historic core of Dubrovnik. The aim of the study was to gather relevant data on the most important aspects of revitalization of the historic center of Dubrovnik that is facing major problems of tourist cities: significant loss of population and deterioration of quality of life of inhabitants, tourist crowds and pollution. The aim was to give focus to local community needs and urge for sustainable tourism solutions, based on the balance between local community, tourism and preservation of world heritage site protected by UNESCO - the Old City of Dubrovnik, the "Pearl of Adriatic" as a living city, not only an economic resource and tourist attraction. Special attention was devoted to the study of quality of life and the relations between tourism and everyday life of inhabitants and to the formulation of the propositions for solving their everyday problems, such as: the lack of adequate facilities and services for the population living in the historic center (for example stores), the deterioration of public spaces (streets and squares require repair work, new pavements and adjustments for elderly persons or disabled), privatization of public spaces and over crowdedness and touristification as well as depopulation of the center as well as many other problems.</p> <p>As a conclusion is that uncontrolled tourism expansion has impact on residents' life and on their [un]support for specific form of tourism development.</p>
		B4.b. Collection, monitoring, recording, and public reporting of data occurs in a timely manner	1 = documents exist	<p>Following all the evidences from the executed stakeholders meeting and documents evaluation, it could be stated that collection, monitoring, recording of data occurs in a timely manner, in theory and practice, with no evidenced for efficient public reporting. What some could see more is consultations and workshops, with reporting but not in a specific time frame (at least there were not identified in the time of the given assessment). In the example of B4.a, the study begun with a desk research of data collected in workshops organized and conducted by the Institute for Restoration of Dubrovnik, which was followed by focus groups and individual interviews with selected respondents (citizens, NGOs, educational and other institutions which are situated in the historic center or the buffer zone) and internal census of the population living in the center providing relevant data for the survey</p>

				of the quality of life in the historic center of Dubrovnik. More actions should be designed and executed for the public reporting of the outcomes.
B5	Local access: The destination monitors, protects and when necessary rehabilitates or restores local community access to natural and cultural sites.	B5.a. Programs to monitor, protect, and rehabilitate or restore public access by locals and domestic visitors to natural and cultural sites	2 = documents and evidence of implementation	<p>In the city of Dubrovnik, many natural and cultural sites have been identified. For most of them, several programs have been introduced to protect and rehabilitate or restore public access by locals and domestic visitors. Especially for the old city, which is under the UNESCO Site Rules, major problems indicated in various workshops included the following: communal problems (garbage, noise, the lack of public sanitary units); infrastructural problems (general deterioration of structural components of the city such as electricity, water or sewerage system, deterioration of streets, pavements or problems with parking lots as part of general deterioration of quality of life of inhabitants), problems connected with emergency situations (the lack of emergency plans for interventions and the problem of access of emergency vehicles such as ambulance or fire brigades); problems of the use of city space (problems of free movement in public space which is congested with restaurants and terraces) which is connected to problems of availability of services (inadequate services and goods offered in shops especially the ones lacking provisions for the everyday needs of local population permanently living in the old city) financial problems (the cost of living in the center is much higher for citizens) and problems connected with larger social issues (non-compliance with laws and regulations, migration of the inhabitants of the center to other city areas and the like).</p> <p>Concerning some wider aspects of the improvement of life in the historic centre the following priority actions should be considered: it is necessary to determine objectively the carrying capacity of the historic center, provide for the reduction in the number of daily visitors and enable planning of tourist visits (especially the cruising visitors) and their dispersion to the wider areas of the region (Cavtat, Konavle, Ston and the like). This will lead to the same number of tourists being dispersed to the wider areas. Also it is important to reduce the number of restaurants (and their tables in the streets and squares) and generally to reduce the congestion of the public spaces of the core, as well to provide efficient control of the communal order (noise, pollution etc.) and move nightlife out of very acoustic sites in the center. Urgent actions that were emphasized by the respondents included in this sociological research could be summarized in several ideas, measures and priority actions such as: reconstruction of the deteriorated houses in the center, stimulation of immigration of (especially) young families that want to settle in the Old City, regulation and changes of the supply of goods to make them more suitable to the everyday needs of permanent residents in the center where there is a lack of provisions and where the prices of</p>

				<p>goods are higher than in other parts of the city, regulation of parking lots and timely restrictions of goods supply, organizing special care for the young population, young families and elderly inhabitants, stricter regulation of tourist activities in the overall organization like for example the restriction of the daily number of visitors to important sights inside the Old City of Dubrovnik and the number of cruisers. Also, special attention should be devoted to the public space that is already congested and too occupied by the moving mass of tourists which makes it very difficult for anybody to walk in the streets or squares within the historic center, especially for the elderly. Too many unknown people on the streets (short-term visitors and tourists) also contribute to the sense of insecurity that is noticed to be a growing problem for the inhabitants of the historic center.</p> <p>A representative program for the whole City is the 'Respect the city' program of which some important issues that describes are given:</p> <ul style="list-style-type: none"> • Please do not ride a bicycle, motorcycle, moped or drive a car without obtaining special permission beforehand. • Please keep dogs on a leash. • Please do not discard cigarette butts in public spaces. • Please do not consume food, beverages or misbehave around cultural monuments. • The City Walls are very high and can be dangerous, please obey • the rules. <p>This initiative is a great example in place and operation, which, with the support of other stakeholders like CLIA (it was signed an MOU), is a very powerful and efficient tool for the monitoring and implementation of activities for the shake of the City.</p>
		B5.b. Monitoring of behavior and characteristics of local, domestic and foreign visitors to tourist sites and attractions	0=no documents exist	<p>The monitoring of behaviour of the locals to the tourist sites and attraction is an especially important issue. Findings of research studies indicate that there is a direct relationship between residents who perceive positive and negative economic, socio-cultural and environmental impacts of tourism and their [un]support for tourism development. Most of relevant documents point out the role and significance of the permanent residents' perceptions research concerning the issues that are related to the quality tourism development due to the high interaction between local residents, tourists and local tourism development especially in the areas under the protection of UNESCO. The findings indicate the existence of three different segments based on residents' attitudes toward environmental tourism impacts. Also, education as a socio-demographic variable, together with spatial and temporal ones has been found statistically significant. Outcomes of this paper show the necessity for attitudes modification through the process of increasing residents' level of awareness toward environmental tourism</p>

				<p>impacts. Local residents and their passive and active involvement in tourism policy making are an important factor of quality and sustainable tourism development. However, as a general outcome, is that there was found no special tool or process in place that monitor the behaviour of local, local, domestic and foreign visitors to tourist sites and attractions in the city. Only some kind of reports related with the UNESCO protection status, which are not useful for extracting valuable conclusions.</p>
B6	<p>Tourism awareness & education: The destination provides regular programs to affected communities to enhance their understanding of the opportunities and challenges of tourism, and the importance of sustainability.</p>	<p>B6.a. Program to raise awareness of tourism's role and potential contribution held in communities, schools, and higher education institutions</p>	<p>2 = documents and evidence of implementation</p>	<p>During the assessment, many evidences were found to support such an activity. These evidences are related with awareness raise in the community, schools, higher education and entrepreneurs. However, no quantified results of an evaluation of the outcomes have been found in place. Some examples of the activities are :</p> <p>DURA / HACKATHON - For five consecutive years, Dubrovnik development agency DURA has been organizing a competition for young programmers and developers with the topic of Smart City. During the competition developers build new smart city prototypes in just 36 hours. The goal of the hackathon is to disseminate knowledge, to motivate developers and other citizens to use smart city technology to solve problems in their everyday environment. Our desire is to educate and recognize talents, connect them with experts and mentors, and enable them to jointly develop projects that, with the help of technology, solve real city problems. Mentors at hackathon are young talent who have the experience of competing at Hackathon, winning awards and implementing their own projects. Hackathon is a great example of investing knowledge and creativity for the benefit of the community.</p> <p>DURA / WORKSHOP PLANS - As pointed in National Development Strategy of the Republic of Croatia – 2030 and National Smart City Strategy education of the elderly is something we will also be putting our focus on in the following year. Dubrovnik development agency DURA will be organizing series of workshops tailored for elderly population to suit their needs regarding using modern technologies and motivating them in using our existing Smart City technologies.</p> <p>Project BRAND_EU : Acquiring place branding competences at work through continuing VET to increase the attractiveness of European cities. The general objective of the project is to raise the attractiveness of European cities through the exchange of best practices on place branding strategies designed and implemented by municipalities in order to create more favourable condition for local development</p> <p>Project APPRODI : From Ancient Maritime Routes to Eco-Touristic Destinations. APPRODI main objective is to promote and valorize cultural heritages in ADRION area by enhancing management and promotion of ancient harbours sites as touristic destinations and by improving</p>

				the involvement of local communities. Awareness raising actions and thematic events will be implemented inviting commercial operators and key stakeholders to promote new destinations and to include them in existing touristic circuits. In addition to the 5 small scale investments pilot tests, project main outputs will include: a joint strategic plan for the promotion of valorised touristic destinations, training to professionals of the touristic sector and unemployed young people as an encouragement of business and trade development based on cultural heritage, the network of “ANCIENT ADRION PORTS City” to strengthen the relations amongst the involved cities through a consolidated community that will be enlarged to other existing ancient harbours located in the ADRION area. APPRODI aims then at a qualitative change tourism demand with a transnational approach and at increasing visibility of the valorised new destinations.
B7	Preventing Exploitation: The destination has laws and established practices to prevent commercial, sexual, or any other form of exploitation and harassment of anyone, particularly of children, adolescents, women and minorities. The laws and established practices are publicly communicated.	B7.a. Laws and a program to prevent commercial, sexual, or any other form of exploitation, discrimination, or harassment of visitors or residents	2 = documents and evidence of implementation	It was found proofs of introducing all the necessary legislation in the City of Dubrovnik, coming even from the National or the European Level. Also, special programs for no discrimination was found in place, adopted by the City of Dubrovnik and implemented. No feedback numbers were reported however.
		B7.b. Laws and programs are publicly communicated	1 = documents exist	During the assessment, we have identified the legislation structure for the specific area, but no evidences were found for the public communication of this.
B8	Support for community: The destination has a system to enable and encourage enterprises, visitors, and the public to contribute to community and sustainability initiatives.	B8.a. Programs for enterprises, visitors, and the public to contribute donations to community and biodiversity conservation initiatives and/or infrastructure development	1 = documents exist	Based on the documentation evaluation and supported by the stakeholder’s workshops, it was found several programs in place for infrastructure development to support / encourage for the shake of sustainability. The example of Dubrovnik Smart City vision and conceptual model, with Objectives: Quality of life – Bring public administration and the educational system closer to the citizens by aligning city services with the needs of the citizens and by making them more accessible, affordable and faster. Service efficiency – Optimize costs, generate savings and increase efficiency of utility services through real time service management. Smart services in culture and tourism – Increase city

				<p>revenues from tourism and cultural activities by using technology and developing new services.</p> <p>Internal efficiency – Optimize and improve the business / organizational processes for the city and all relevant stakeholders by using the smart city concept.</p> <p>Also, the RtC - Interventions Plan for 2019</p> <ul style="list-style-type: none"> • Respect the City Campaign: stakeholder information and capacity building on sustainable tourism • Preparation of long-term projects (master plans, technical documentation etc.) • Sustainable urban mobility plans • Visitor/travel agency information and destination & visitor management systems • Beta version/testing of smart AI/CI gamified mobile solution • Close cooperation and coordination with CLIA, cruise industry, port authorities and travel agents • 2019 is crucial for all: any incident/aggravation will undermine the trust of the public and media <p>Also, the initiative of the Dubrovnik Souvenirs is another one that was implemented in order to support the local souvenirs' shops for contributing to the local community. Beyond these, there was not found enough evidences to support initiatives for enterprises, visitors, and the public to contribute donations to biodiversity conservation initiatives. Only the activities in the Island of Lokrum, which is that direction but not enough to justify competence of this indicator.</p>
B9	<p>Supporting local entrepreneurs and fair trade: The destination has a system that supports local and small- and medium-sized enterprises, that develops local sustainable products and promotes fair trade principles that are based on the area's nature and culture. These may include food and beverages, crafts, performance arts, agricultural products, etc.</p>	B9.a. Program to support and build capacity of local and small and medium-sized enterprises	2 = documents and evidence of implementation	<p>One of the major issues that identified during the assessment is the mono-cultural characteristic of the Dubrovnik economic model, which is Tourism related services. In order to diversify the local mixture and minimize the brain drain, by parallel support of local entrepreneurs, several activities were designed and executed. Some examples are given: DESA-Dubrovnik in 2002 began work on this development program, in collaboration with NGO COSPE, Florence. The joint draft program was presented to the Ministry of Foreign Affairs, which has a fund for financing development projects and programs in neighboring countries. How Marche Region is our neighboring Adriatic region, the program is presented to them. Given that this was a national and regional institutions, took years to pass all program commissions, and finally in 2007 and was approved. The overall objective of the program is to contribute to sustainable economic development in the entire Adriatic area, strengthening ties and sharing experiences and methods of cross-border cooperation. Specific objectives of the program: educate potential users of the program, establish a Center for Responsible Tourism of the Adriatic region in Dubrovnik, valorization of local resources and products through responsible tourism, increase family income, empower</p>

				<p>processes aimed at self-employment and the development of private and micro-entrepreneurship, promote cooperation and interaction of private and public entities in the area of the local economy.</p> <p>The activities of this program largely will apply to the exchange of knowledge and experience because the Adriatic is perceived more as a shared resource rather than geographical barriers. Program implementation provides exceptional importance of this part of the Adriatic coast, since the creation of the Center for Responsible Tourism in the city of Dubrovnik, in the context of European integration, it is extremely important for the entire region.</p> <p>STARTUP ACADEMY - Startup Academy is a set of entrepreneurial workshops. Throughout the year usually we organize around 50 workshops which provides budding entrepreneurs with the skills and knowledge to come up with business ideas and develop their own ventures. And this includes helping them to learn about core business areas such as finance, sales, marketing, management and accounting, not to mention, broader ranging skills such as adaptability, effective communication, and confidence.</p> <p>The advantage of learning entrepreneurial skills is that they are not uniquely relevant to a career as an entrepreneur. The skills needed to start your own business are relevant in any field and would also be desirable attributes for being an employee. In fact, having a wide range of business-relevant skills acquired through Startup Academy workshops would make you an ideal candidate in most fields.</p> <p>Dubrovnik Business Incubator - City of Dubrovnik Development Agency DURA is acting as one of the two official Business Support Institutions. Between 2014 and 2016 around 170,000.00 EUR was invested in the Business Incubator infrastructure. Within the last five years, the Business Incubator provided space and support to 36 start-ups. Out of these 36 start-ups, 30 are currently operating and developing, while 6 of them have closed. The subsequent success rate is 83%. However, no outcomes evaluation was found in place. Finally, this is also included into the RtC Action Plan under the Priority Quality and Diversification of Tourist Offer and Sustainability and Resilience. It was also involved in the Terms of Reference for the design and reconstruction of the Summer House Gučetić where this is part of the program of the summer house with shop promoting local products but also local cultural and creative entrepreneurial activity incubation and development.</p>
		B9.b. Program encourages enterprises to purchase goods and services locally	1 = documents exist	<p>Based on the outcomes of the assessment, there was not enough activities in place to justify an extended program for encourages enterprises to purchase goods and services LOCALLY. Some examples of activities that the Dubrovnik Tourism Board have been implemented is straight related with gastronomy. For example, <u>Dubrovnik Tourist Board organize</u> Food Festival as well as some other gastronomic</p>

				events: Cake Party, Strawberries day, Oysters Day, Velentine's Gastro Days, Codfish Days and Spring Gourmet Week. - Good Food Festival: http://www.tzdubrovnik.hr/lang/en/news/good_food_fest/index.html
		B9.c. Program to promote and develop local sustainable products based on local nature and culture	2 = documents and evidence of implementation	The most important and enough activity that was found is the Authentically Croatian - Since 2011, the Dubrovnik Tourist Board has been marking points of sale with the sign "Authentically Croatian" where only Croatian and Dubrovnik souvenirs are offered on sale. This encourages and supports the production and sale of traditional original souvenirs and enhances the quality of the souvenir offer, while also making it easier for guests to find quality products. Each year, a brochure is printed containing a list of points of sale bearing the AC sign. For 2019, several more than 30 shops participated in that program. Also, experience management solutions and platforms (Trawell app, etc) are supporting that.
		B9.d. Program to include local artisans, farmers and suppliers in the tourism value chain	1 = documents exist	There was found not enough evidences to support this activity. The most important action is the adaption by the City Council of Dubrovnik of a Program of fostering development of small and medium-sized enterprises with the purpose of founding, operating and restructuring of small and medium enterprises. The mentioned program fosters entrepreneurial programs that meet the following criteria: Higher employment, employment of highly qualified professionals, especially the young ones, valorization of human resources, export-orientation, high profitability, modernization of technology and attracting of capital. Furthermore, it is important to emphasize optimal use of location, geo-traffic, energy and other benefits, as well as improvement of life quality with a high degree of ecological awareness. There is also the criterion of energy and cost efficiency, orientation towards development and verification of the quality of products and services, technology-based upgrading of work and higher level of processing, maintenance and development of traditional crafts in short supply, as well as of manufacturing crafts of economic significance for the City.
C	Maximize benefits to communities, visitors, and culture; minimize negative impacts			
C1	Attraction protection: The destination has a policy and system to evaluate, rehabilitate, and conserve natural and cultural sites, including built heritage (historic and	C1.a. Management system to protect natural and cultural sites, including built heritage and rural and urban scenic views	2 = documents and evidence of implementation	Based on the assessment outcome, MINISTRY OF CULTURE establishes the policies and strategies to protect, preserve, enhance and foster the sustainable use of the cultural heritage. Croatia developed the mechanism of the management of the cultural heritage through the Ministry of Culture and its County-based network of the Conservation Departments. Conservation Department in Dubrovnik is responsible for implementing the law and other regulations, relating the cultural heritage in the entire area of the County Dubrovačko – neretvanska and the City of Dubrovnik as

	archaeological) and rural and urban scenic views.			<p>well. Also, this also directly involved in the RtC Action plan under the priority Sustainability and Resilience in 5 goals under this priority.</p> <p>In addition, the Institute for Restoration of Dubrovnik was delegated coordinating role in production of the Management Plan for the World Heritage Site Dubrovnik in December 2014. An expert committee for the plan preparation was appointed consisting of seven members from the following fields: conservation, urbanism and traffic infrastructure, demography and sociology, tourism and economy, and cultural management. The committee has prepared guidelines for the development of a Management Plan consisting from the following priorities:</p> <ol style="list-style-type: none"> 1. Preservation and improvement of the state of the protected historical urban framework 2. Preservation and affirmation of the cultural identity of the city 3. Life in the City 4. Sustainable tourism development 5. Security 6. Traffic connection, 7. Contemporary "Dubrovnik Statute". <p>The identified problems that the Management Plan should take appropriate measures are:</p> <ul style="list-style-type: none"> - Infrastructure (poor state of sewage, electricity, water supply networks; damaged pavements; the deterioration of certain urban districts; inadequate heating and cooling system) - Communal (insufficient number of public restrooms, garbage collection, excessive noise, obsolete transport carts, light pollution, obstructed pedestrian traffic, misuse of public space, lack of regulations defining rules related to the uniformity and appropriateness of advertisements, tents, sunshades, table dimensions, rules of conduct within the historical locations.) - Sociological and demographic (decline in quality of life, uncontrolled emigration of the population from the historical site) - Traffic (solving the problem of frequent traffic and pedestrian collapses) - Urban planning (defining spatial planning documentation that addresses the issues of detailed use of the space) - Emergency situations (actions during earthquake, fire, definition of evacuation paths) <p>Also, Integrated development cultural heritage management and development program is part of the Respect the City Action plan within the Integrated development programme Dubrovnik 2030 with special focus on integrated restoration, reactivation and</p>
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			management of the heritage of Dubrovnik summer houses starting with Summer House Gučetić which is planned to become a socio-cultural, memorial and creative centre Ruđer Bošković.
	C1.b. Management system to monitor, measure, and mitigate tourism impacts on sites and attractions	2 = documents and evidence of implementation	<p>Based on the assessment outcome, an INDIVIDUAL ACT ON PROTECTION of cultural-historic and urbanistic area of Dubrovnik, Z-3818 was found in place. Act represent the statement of significance for the historical core of Dubrovnik with the character and value degree of the areas of the City. In accordance to the values of the areas, Act regulates the land use, construction, protection and implementation of the conservation principles on the listed built heritage. Also, it was found in place several systems / applications / platforms that justify the needs. Examples are given :</p> <p>Trawel App - This application is a part of smart visitor flow and visitor experience management system that involves elements of action plan recommendations, visitor information and awareness raising on sustainability standards, real time visitor flow/crowd monitoring, real time routing combining available time, relevant visitor interests and moods with destination attractions and visitation recommendations, with sustainability gamification elements.</p> <p>Dubrovnik visitor - Within the Smart City platform developed by DURA and the City of Dubrovnik, Dubrovnik Visitors - Visitors Counting System was established. This is a key old city visitors management tool (for institutions such as Institute for Restoration of Dubrovnik, Dubrovnik Summer Festival, Public institution Lokrum reserve, Firefighters, Communal management, etc.) because it provides current and historical insight into visitors 'entries and exits, trend forecasts, and general tracking of site visitors' distribution. Since the project in the test phase lacks data on the reliability level of counting, prediction, and spatial distribution of visits. Complete functionality of the system is expected after completion of the procurement process of equipment and software. The expected result (target) of this procurement is by timely information to create a continuous flow of visitors to the most visited locations of the old city in order to avoid overcrowding or congestion of an area at the same time, and to provide better service and evenly sustainable use of cultural and natural resources of the City of Dubrovnik.</p> <p>Dubrovnik Eye - An interactive web platform enabling direct communication between citizens and the administrative bodies of the City including as communal utility companies, aiming to effectively address communal/operational issues. Citizens are using this application to provide online reporting of problems/complaints through the photo, a description & location. Then City Service acts to resolve the problem ASAP while citizen receives response within 24h.</p>

C2	Visitor management: The destination has a visitor management system for attraction sites that includes measures to preserve, protect, and enhance natural and cultural assets.	C2.a. Administrative mechanism responsible for implementing visitor management plans and operations	2 = documents and evidence of implementation	<p>It was found the enough evidences on the operation of a management plan in place. In Sep 2017, the Management Plan of the Protected Monument Complex of the City of Dubrovnik is brought and adopted. The Concept of the Management Plan determines:</p> <ol style="list-style-type: none"> 1. Basic contents of the Management Plan 2. Aims, vision, priorities and measures 3. Documentation and study background 4. Procedure of bringing the Management Plan <p>The basic aim of the Management Plan is to create preconditions for management of the protected monument complex of the City of Dubrovnik, in order to preserve and improve the features of the universal value under the UNESCO protection, with simultaneous development of contemporary life of the City. Long-term vision of management of the protected monument complex of the City of Dubrovnik is based on the postulate that the City should be – a city; a city which is a complex, nuanced and live system made by combined, simultaneous and harmonized factors: monuments and constructions, culture, population, tourism, safety, traffic and its status.</p> <p>The Management Plan contains Priorities:</p> <ol style="list-style-type: none"> 1. Preservation and improvement of the state of the protected historical urban complex 2. Preservation and affirmation of the cultural identity of the city 3. Life in the City 4. Sustainable tourist development 5. Safety 6. Connection and 7. Contemporary “Dubrovnik statute”. <p>Finally, the new smart solutions planned under the RtC Action plan include these as well.</p>
C3	Visitor behavior: The destination has published and provided guidelines for propervisor behavior at sensitive sites. Such guidelines are designed to minimize adverse impacts on sensitive sites and strengthen positive visitor behaviors.	C3.a. Cultural and environmental guidelines for visitor behavior in sites	2 = documents and evidence of implementation	It was found in place guidelines for visitors’ behavior in sites. The most important were the one from the Respect the City initiative and the one for the Lokrum Island. Both are in place and active, however there was not identified any evaluation outcome of the effectiveness.
		C3.b. Code of practice for tour guides and tour operators	1 = documents exist	It was found in place a code of practice for the tour guides and tour operators. However, there was not found enough evidences of the implementation at the members, not enough training probably also the case.

C4	Cultural Heritage Protection: The destination has laws governing the proper sale, trade, display, or gifting of historical and archaeological artifacts.	C4.a. Laws or regulations to protect historical and archaeological artifacts including those located under water and evidence of their enforcement	3 = documents, evidence, and improving trends	<p>It was found in place all the necessary legislation items to justify the needs of this criterions. More :</p> <p>LAW OF PROTECTION AND PRESERVATION OF THE CULTURAL HERITAGE (NN 69/99, 151/03, 157/03, 100/04, 87/09, 88/10, 61/11, 25/12, 136/12, 157/13, 152/14, 98/15, 44/17, 90/18.) Law on cultural heritage is the administrative protection that regulates any activity that might have the impact to any type of the listed cultural heritage: immovable, movable and intangible, including the historical cores and archaeological sites as well. Permission for any activity is issued by Conservation Departments, Ministry of Culture.</p> <p>REGULATION ON ARCHAEOLOGICAL EXCAVATIONS (NN 102/2010) Following regulation established the set of rules on licensed archaeologists, methodology of excavations, reporting and storage of the artefacts discovered during the excavation and the field survey whether the site is placed inland, coastal or underwater. Permission for any activity is issued by Conservation Departments, Ministry of Culture. In the case of the underwater activity the NAVIGATION CODE (NN 181/04, 76/07, 146/08, 61/11, 56/13, 26/15, 17/19 is applied as well.</p> <p>In both cases, evidences have been found in place for the implementation and evaluation of this. Also, a procedure of adopting Cultural Public Needs of the City of Dubrovnik was found in place in https://www.dubrovnik.hr/vijesti/akti-upravnog-odjela-24</p>
		C4.b. Program to protect and celebrate intangible cultural heritage (e.g., Includes song, music, drama, skills and crafts)	2 = documents and evidence of implementation	<p>For this indicator, the necessary legislative item was found in place and proofs of partial implementation during the local festival. More : CONVENTION ON PROTECTION OF THE INTANGIBLE HERITAGE. Convention on protection of the intangible cultural heritage is ratified by Croatian parliament in 2005. Since that time there are lots of elements of local traditions, dialects, skills and customs that are protected and supported from national and local authorities in order to cherish them and transmit them to the future generations. Croatia is one of the richest countries with intangible heritage on the UNESCO List, and City of Dubrovnik for centuries keeps the tradition of the Fest of Saint Blasius that is in the UNESCO list of the intangible heritage since 2009. Also, this is part of the Priority Quality and Abundance/Diversification of the Tourism Offer.</p>
C5	Site Interpretation: Accurate interpretive information is provided at natural and cultural sites. The information is	C5.a. Interpretive information available to visitors in tourist offices and at natural and cultural sites	2 = documents and evidence of implementation	<p>The Dubrovnik Tourism Board Guide is covering this need which is a full and comprehensive document. Also Visitor information about sites could be found in http://www.tzdubrovnik.hr/lang/en/news/spomenici/index.html</p>

	culturally appropriate, developed with community collaboration and communicated in languages pertinent to visitors.	C5.b. Interpretive information is culturally appropriate	3 = documents, evidence, and improving trends	It was found enough proofs on that issue in place. The City of Dubrovnik has started preparing the project of marking cultural-historic monuments in the Old City Centre (UNESCO Site), following ICOMOS/UNESCO Commission recommendation from 2015, and recommendation that the mark should be inconspicuous and adapted to modern technologies. The graphic design will be produced by renowned Croatian designer Orsat Franković. He will incorporate IBeacon – a modern WiFi signal relay into the mark, as recommended by the City of Dubrovnik Development Agency – DURA. This combination of technology and visual experience will enable visitors and tourists to get acquainted with the cultural-historic monuments. There are 52 protected self-contained monuments in the Old City Centre. After adoption of the proposal, adjustment to conservation instructions and the approval by the Conservation Department of the Ministry of Culture in Dubrovnik, the proposal will be sent to UNESCO competent bodies for further examination. Based on the obtained approvals, Project application is expected in 2020.
		C5.c. Interpretive information is developed with community collaboration	1 = documents exist	It was found in place a procedure of adopting Cultural Public Needs of the City of Dubrovnik was found in place in https://www.dubrovnik.hr/vijesti/akti-upravnog-odjela-24 . However, not enough proofs were found in place to justify the implementation.
		C5.d. Interpretive Information is available in languages pertinent to visitors	2 = documents and evidence of implementation	During the assessment, evidences were found in place in the Tourism Board Website but also in place in the sites available (http://www.tzdubrovnik.hr).
		C5.e. Tourguide training in the use of interpretive information	1 = documents exist	Based on the stakeholder's discussion, this is achieved, which is also supported by a document. However, more proofs are needed for the efficient implementation given that there is many tour guides, especially in high season, and there were doubts about the results.
C6	Intellectual Property: The destination has a system to contribute to the protection and preservation of intellectual property rights of communities and individuals.	C6.a. Laws, regulations or programs to protect intellectual property rights of local Individuals and communities	2 = documents and evidence of implementation	There was found in place several laws about this issue. Also, since 2011, the Dubrovnik Tourist Board has been marking points of sale with the sign "Authentically Croatian" where only Croatian and Dubrovnik souvenirs are offered on sale. This encourages and supports the production and sale of traditional original souvenirs and enhances the quality of the souvenir offer, while also making it easier for guests to find quality products.

D	Maximize benefits to the environment and minimize negative impacts			
D1	Environmental risks: The destination has identified environmental risks and has a system in place to address them.	D1.a. Sustainability assessment of the destination within the last five years, identifying environmental risks	1 = documents exist	<p>During the assessment execution, many evidences identified to cover this need. Especially when this is a National / EU demand. Firstly, a major study that supports this is the City of Dubrovnik Strategic Environmental study http://www.dubrovnik.hr/uploads/20181001/Program_zastite_okolisa_usvojeno.pdf.</p> <p>In addition, the Climate Adaptation Plan Dubrovnik which was published in Nov 2019 is covering in many items the described need. Moreover, IDEAL project overall is to support local public administrations to take appropriate decisions related to climate adaptation measures and to develop coherent and appropriate climate adaptation plans for both Croatian and Italian territories. The project tends to achieve this objective through a shared process of knowledge construction and through the implementation of a common DSS - Decision Support System developed by capitalizing the DSS created within the project TERRE (South-East Europe).</p> <p>Some examples of sectorial initiatives to support the City of Dubrovnik are given below.</p> <p>DUBROVNIK PORT AUTHORITY (The Port Authority is in 100% owned by the Government of Republic of Croatia, ie. the Ministry of Sea, Transport, and Infrastructure. City of Dubrovnik submits its representative to the Governing Council in accordance with the Law on maritime domain and seaports. Via this, the key planners of tourism policy have influence on policies and practices that impact the issuance of port arrivals, in terms of overall volume and more specific matters of arrival times and volume by hour/day/etc)</p> <ul style="list-style-type: none"> ▪ coordinate port plans constantly with the county environmental protection plans ▪ constant improvement of the system for the collection and transport of hazardous substances, which should also be made possible for ships at anchorage ▪ determine and maintain the minimum level necessary and suitable equipment for the battle against pollution in the port area, for the operators in the port ▪ in cooperation with the county and city administrative bodies, to continue to support a contract with specialized company which possess a multipurpose self-powered vessel of suitable characteristics for removing pollution ▪ in harmony with the dynamics of the construction of the harbour, to perform the expansion and integration of a sewage system for the port area within the utilities system of the city of Dubrovnik <p>LOKRUM RESERVE Plans</p> <p>Confronting the contemporary challenges of managing entrusted values, the Public Institution "Special Reserve of</p>

				forest vegetation Island Lokrum” has, since 2015, initiated a program of naturalistic research to improve the management of the reserve. Data on animals an impact assessment on animals has been collected by the public institution in the frame of numerous surveys on animals (2016-2019), but part of the data has not yet been published in scientific papers. Public institution Lokrum Reserve plans to continue more detailed research with reference to the bird and bat fauna.
		D1.b. System in place to address identified risks	0 = no documents exist	It was not identified a system in place to identified risks in a comprehensive way. Several Studies and Corporations with many entities, from Croatia, have executed until today the requested studies. A central role or a system should place in order to cover this need in the future, given that the environmental challenges and risks are getting more important.
D2	Protection of sensitive environments: The destination has a system to monitor the environmental impact of tourism, conserve habitats, species, and ecosystems, and prevent the introduction of invasive species.	D2.a. Maintained and updated inventory of sensitive and threatened wildlife and habitats	2= documents and evidence of implementation	<p>Given that a large area in Dubrovnik Region is Natura 2000, a detailed analysis and data are in place. The governing legislation for the subject was found in place and is described below:</p> <p>Ordinance on the list of habitat types, habitat maps and endangered and rare habitat types (OG 88/14)</p> <p>This Ordinance establishes a list of habitat types, a map of habitats and endangered and rare habitat types, including priority habitat types of interest to the European Union, which must be maintained in a favorable state. The types of habitat types established by this Ordinance is in accordance with the relevant European habitat type classifications.</p> <p>Ordinance on conservation objectives and basic measures for conservation of birds in ecological network (OG 15/14)</p> <p>This ordinance prescribes conservation objectives and basic measures for the conservation of the target bird species in ecological network areas and the way conservation measures are implemented. This Ordinance ensures the implementation of the following European Union Directives: HABitats and bird directive. The conservation objectives and basic conservation measures of the target bird species for each individual Bird Conservation Area are defined in Annex I of this Ordinance. The basic bird conservation measures in Annex I of this Ordinance is implemented within the framework of natural resource management plans, spatial planning documents, ecological network management plans and strictly protected species management plans.</p> <p>Regulation on ecological network (OG 80/19)</p> <p>This Regulation establishes a list of species and habitats whose conservation requires the determination of the ecological network area (reference list of species and habitats), including priority wild species and priority natural habitat types, expert criteria for the determination of vPOVS and POPs criteria according to which The European Commission evaluates the vPOVS in terms of its</p>

				<p>relevance to the European Union, the mode of identification and the list of vPOVS, POVS, PPOVS i POP-a with their respective target species, ie habitat types of these areas, the way borders are displayed and the map of vPOVS, POVS, PPOVS and POP, as well as a way of showing the zoning of all the above areas in relation to the distribution of target species and habitat types.</p> <p>Nature protection act (OG 80/13, 15/18, 14/19)</p> <p>This Act regulates the system of protection and complete conservation of nature and its parts and other issues in this regard.</p> <p>The following Directives of the European Union are transposed into the legal order of the Republic of Croatia by this Act:</p> <ul style="list-style-type: none"> – Habitat directive 92/43/EEZ – Birds directive 2009/147/EZ o zaštiti divljih ptica (SL L 20, 26. 1. 2010.) <p>Nature protection act identifies nine categories of protected areas. National categories largely correspond to one of the internationally recognized IUCN protected area categories. It also regulates management and protection of ecological network.</p>
		D2.b. Management system to monitor impacts and to protect ecosystems, sensitive environments, and species	2= documents and evidence of implementation	<p>The Archive of Public institution for the management of protected areas is the responsible entity for Dubrovnik-Neretva county (Ecosystem services in protected significant landscape Rijeka dubrovačka, Natural and landscape valorization in Rijeka dubrovačka, reptilian fauna in Rijeka dubrovačka etc). Archive of Public institution for the management of protected areas in Dubrovnik-Neretva county contains different reports from the assessment, research and reduction of the species, habitat and protected area. Also, this is part of the RtC Action Plan under the Sustainability and Resilience priority.</p>
		D2.c. System prevents the introduction of invasive species	2= documents and evidence of implementation	<p>In practice it was found in place an Inventory as an Informational system of nature protection. The nature protection information system is an information system that combines professional and scientific data on biodiversity and nature protection, and in particular data on wild invasive alien species, species, habitat types and ecological systems, protected and ecologically significant areas, areas of ecological network, geo-diversity, speleological objects and other relevant professional and scientific data.</p> <p>In addition, Lokrum Island - a special reserve of forest vegetation and an area of the Natura 2000 ecological network and an integral part of the UNESCO World Heritage Site of Dubrovnik, presents. Many data on animals has been collected by the public institution during numerous surveys, but part of the data has not yet been published in scientific papers. Also, it was found in place the LOKRUM ISLAND INVENTORY OF ANIMALS (2015-2019).</p>

D3	Wildlife protection: The destination has a system to ensure compliance with local, national, and international laws and standards for the harvest or capture, display, and sale of wildlife (including plants and animals).	D3.a. Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	3 = documents, evidence and improving trends exists	Croatia is a country that signed the CITES convention and it is part of the national regulation.
		D3.b. Regulations and standards for controlling harvesting, display, sale, of plants and animals	2 = documents and evidence of implementation	<p>During the assessment, it was found in place all the necessary legislation to support this indicator. In detail :</p> <p>The Birds Directive (Council Directive 79/409/EEC; 2009/147/EC)</p> <p>The Birds Directive was adopted in 1979 and aims to protect all wild birds and their most important habitats across the EU. It restricts certain activities, such as keeping or selling wild birds, and introduces legal mechanisms to regulate other activities, such as hunting to ensure its sustainability. This Directive also requires all EU Member States to identify the most important areas for 193 endangered species and for all migratory birds as Natura 2000 (SPA) areas, especially considering wetlands of international importance.</p> <p>Habitats Directive (Council Directive 92/43/EEC)</p> <p>In 1992, the EU adopted the Habitats Directive. It introduces similar measures for the protection of European flora and fauna as the Birds Directive, but except for birds. It covers an additional 1000 species (plants, mammals, reptiles, amphibians, fish, certain invertebrate groups) and more than 230 habitat types (some wetland, grassland, forest, marine and other habitats). For the 218 habitat types in Annex I and for the species in Annex II of the Directive (294 animal and 449 plant species), countries propose to the European Commission areas of proposed Sites of Community Importance (PSCI) that, after the evaluation and approval process, declare SCI (Sites of Community Importance), and after establishing management of these areas, they become SAC (Special Areas of Conservation). In order to facilitate the process of evaluating country proposals and considering them in a broader context of a European nature, the EU is divided into nine biogeographic regions, each characterized by vegetation, climate, topography and geology. The boundaries of the regions have been established to allow monitoring of conservation trends in species and habitats in similar conditions across Europe, without considering national borders. These nine regions are: Alpine, Continental, Mediterranean, Pannonian, Steppe, Boreal, Atlantic, Black Sea and Macaronesian, of which the first three extend through Croatia.</p> <p>Regulation on ecological network (OG 80/19)</p> <p>This Regulation establishes a list of species and habitats whose conservation requires the determination of the ecological network area (reference list of species and habitats), including priority wild species and priority</p>

				<p>natural habitat types, expert criteria for the determination of vPOVS and POPs criteria according to which The European Commission evaluates the vPOVS in terms of its relevance to the European Union, the mode of identification and the list of vPOVS, POVS, PPOVS i POP-a with their respective target species, ie habitat types of these areas, the way borders are displayed and the map of vPOVS, POVS, PPOVS and POP, as well as a way of showing the zoning of all the above areas in relation to the distribution of target species and habitat types.</p> <p>Nature protection act (OG 80/13, 15/18, 14/19)</p> <p>This Act regulates the system of protection and complete conservation of nature and its parts and other issues in this regard. The following Directives of the European Union are transposed into the legal order of the Republic of Croatia by this Act:</p> <ul style="list-style-type: none"> – Habitat directive 92/43/EEZ – Birds directive 2009/147/EZ o zaštiti divljih ptica (SL L 20, 26. 1. 2010) <p>Nature protection act identifies nine categories of protected areas. National categories largely correspond to one of the internationally recognized IUCN protected area categories. It also regulates management and protection of ecological network.</p>
D4	<p>Greenhouse gas emissions:</p> <p>The destination has a system to encourage enterprises to measure, monitor, minimize, publicly report and mitigate their greenhouse gas emissions from all aspects of their operation (including emissions from service providers).</p>	D4.a. Program to assist enterprises and to measure, monitor, minimize and report greenhouse gas emissions	1 = documents exist	<p>During the assessment and based on the evidences that were traced on site, the only activity that acknowledges activities that are related with GHGs measurements, monitoring and minimizing actions and reporting for enterprises was the initiative 'Respect the City'. Results of this initiative will be delivered in the next year (2020).</p> <p>Also, some specific actions about the above target were identified by the activities of the Port of Dubrovnik. This is related with an Air quality monitoring system through the installed air quality monitoring station in the port of Dubrovnik available at the following link: http://www.portdubrovnik.hr/airq.</p> <p>Based on that, an Air Quality Background Index (AQI) is used as a simplified method of displaying current concentration of NOx and other indicators. It is defined at EU level and details can be found at: https://www.airqualitynow.eu/download/CITEAIR-Comparing_Urban_Air_Quality_across_Borders.pdf</p>

		D4.b. System to assist enterprises to mitigate greenhouse gas emissions	0 = no documents exist	The only system that was found in place to support partially such a target was the Trawel App / This application is a part of smart visitor flow and visitor experience management system that involves elements of action plan recommendations, visitor information and awareness raising on sustainability standards, real time visitor flow/crowd monitoring, real time routing combining available time, relevant visitor interests and moods with destination attractions and visitation recommendations, with sustainability gamification elements. More on this is available in the presentation material attached. However, this is focused on the visitors' interaction and it is an indirect tool.
D5	Energy conservation: The destination has a system to encourage enterprises to measure, monitor, reduce, and publicly report energy consumption, and reduce reliance on fossil fuels.	D5.a. Program to promote energy conservation and measure, monitor, reduce and publicly report energy consumption within the destination	1 = documents exist	<p>Based on the outcomes of the assessment and the stakeholder's discussions, there was limited activity in that area. The only evidences that could support some activity in that are focused in creation of indicator in CROSTO concerning 'energy consumption by tourists in relation to the energy consumption by permanent residents. Also, there were found in place two active research / demonstration projects:</p> <p>COASTENERGY</p> <p>The overall objective of COASTENERGY is to foster the creation of a favorable environment for business initiatives in the Blue Energy sector and promote the realization of coastal blue energy systems in the Programme area. It is particularly focusing on wave and thermal energy converters to be integrated in structures such as breakwaters, marinas, etc. These initiatives must be informed and designed to guarantee the full preservation of marine ecosystems and the landscape and comply with the needs of other maritime activities such as fishing, aquaculture, tourism, and shipping.</p> <p>The project will adopt a participatory approach, gathering and involving Quadruple Helix actors in a multi-level network for the development of a common roadmap and the deployment of coastal blue energy systems in pilot areas.</p> <p>SEADRION</p> <p>The main objective of the SEADRION is to identify benefits and barriers associated with the use of this technology and to find a system solution designed to improve the use of the seawater heat pump technology and to make the building's energy self-sufficient and independent of fossil fuels.</p>

		D5.b. Policies and incentives to reduce reliance on fossil fuels, improve energy efficiency, and encourage the adoption and use of renewable energy technologies	2 = documents and evidence of implementation	<p>Even though it is an EU policy about this item, there was no important activities to support this during the assessment. The only items that were found:</p> <ul style="list-style-type: none"> - Limited use of PVs at buildings - LED use in the Municipal lighting system, where in some cases incorporated with PVs - Use of Efficient Heat Pumps in Municipal Buildings - Use of Geothermal Heat Pumps in public buildings / Research program - Use of smart and energy self-powered siting creations - procurement of a feasibility study and preliminary design of a photovoltaic power plant in the port of Dubrovnik with the aim of supplying cruise ships with electric power from the shore and reducing the emission of harmful gases from ships and the negative environment impact - status in progress. <p>Finally, this is one of the primary goals of the RtC Action Plan and its strategic integrated development program Dubrovnik 2030 starting with investment into sustainable transport solutions in the City of the Dubrovnik and beyond.</p>
D6	Water management: The destination has a system to encourage enterprises to measure, monitor, reduce, and publicly report water usage	D6.a. Program to assist enterprises to measure, monitor, reduce and publicly report water usage	1 = documents exist	<p>Based on the outcomes of the assessment and the stakeholder's discussions, there was limited activity in that area. Local and regional self-government established utility companies for the organization of public utility services of water supply and collection and treatment of wastewater. Vodovod Dubrovnik d.o.o. is a utility company for water supply and the communal Hydro Engineering, it provides services in the area of 4 municipals (City of Dubrovnik, Municipal Župa Dubrovačka, Municipal Dubrovačko Primorje i municipal Ston). Vodovod Dubrovnik d.o.o. is going to implement meter data management system that will enable remote control of every water meter in the area. This system will allow the utility to manage, a continuous follow-up of its activities at any given moment and to automatically organize tables, graphs and reports such as comparative consumption, history deviation, and so on. The meter data management system will ensure: Web-based system, therefore available from any connected computer. The system will offer Web portal access to consumers, enabling them to access their metering status anywhere, anytime, upon authorization. This transparency has been proven to significantly reduce calls to the utility's service center. Accumulated meter reading data Rate of flow indication and alerts Water supply loss calculation and indication.</p> <p>Also, there is an indicator in CROSTO concerning 'water consumption by tourists in relation to the water consumption by permanent residents. In addition, there were identified relevant items in the first outcomes from the 'Croatian Sustainable Tourism Observatory' study.</p>

D7	Water security: The destination has a system to monitor its water resources to ensure that use by enterprises is compatible with the water requirements of the destination community.	D7.a. Management system to ensure that water use by enterprises and water requirements of the destination community are balanced and compatible	1 = documents exist	As long as it concerns the water security, this was achieved with the creation of the new water plant for Dubrovnik area by VODOVOD. Vodovod Dubrovnik d.o.o. provides services in the area of 4 municipals (City of Dubrovnik, Municipal Župa Dubrovačka, Municipal Dubrovačko Primorje i municipal Ston). The company adhered to the Local Food Act. The new product food safety legislation is identified and updated by the HACCP team with help of legal authorities. However, the new plant opened recently so we are still missing the operational data for a reliable period to justify the developed system efficiency.
D8	Water quality: The destination has a system to monitor drinking and recreational water quality using quality standards. The monitoring results are publicly available, and the destination has a system to respond in a timely manner to water quality issues.	D8.a. Management system to monitor and publicly report on drinking and recreational quality	2= documents and evidence of implementation	<p>Water quality control in the Republic of Croatia is regulated by the Law on the Water Intended for Human Consumption („Official Gazette“, No. 56/13, 64/15, 104/17), provision of Council Directive 1998/83/EZ of November 3, 1998, on the quality of water intended for human consumption, and Commission Directive (EU) 2015/1787 of October 6, 2015, amending Annexes II and III to Council Directive 98/83/EZ on the quality of water intended for human consumption (OJ L 260, 7/10/2015). Besides that, water for human consumption must conform to parameters for control of conformity of water for human consumption to standards defined by the Ordinance on conformity parameters, analytical methods, monitoring and drinking water safety plans, and keeping register of legal entities which provide public water supply („Official Gazette“, No. 125/17) . As regards quality, the standards of water quality and safety are the same as in other parts of the Republic of Croatia, and all public water supply facilities are under regular supervision.</p> <p>Vodovod Dubrovnik d.o.o. provides services in the area of 4 municipals (City of Dubrovnik, Municipal Župa Dubrovačka, Municipal Dubrovačko Primorje i municipal Ston). The company adhered to the Local Food Act. The new product food safety legislation is identified and updated by the HACCP team with help of legal authorities.</p> <p>Implemented management systems:</p> <p>ISO 22000 sets out the requirements for a water safety management system and can be certified to. It maps out what an organization needs to do to demonstrate its ability to control water safety hazards in order to ensure that is safe. It can be used by any organization regardless of its size or position.</p> <p>HACCP system documentation was developed, covering all locations and processes of water treatment within company Vodovod Dubrovnik d.o.o. Procedure for document and records management is part of HACCP management system. Approval of the appropriateness of the documents prior to distribution to the point of use - review and updating and re-approval of documents. There is structure of documentation defined according to which the documentation is divided into three levels: 1st LEVEL:</p>

				Safety Policy and objectives; HACCP team management manual 2nd LEVEL: Regulations and Procedures 3rd LEVEL: Work instructions forms and records Documentation of management system is maintained in printed form.
		D8.b. Monitoring results are publicly available	1 = documents exist	Based on the discussions with the stakeholders, only the bulk and basic data are available publicly.
		D8.c. System to respond in a timely manner to water quality issues	2= documents and evidence of implementation	<p>Water distribution service area has a system to monitor drinking and recreational water quality using quality standards. Monitoring of drinking water safety is carried out on a national level according to Monitoring Plan issued by the Minister of Health on a proposal of the Croatian Institute of Public Health (HZJZ) as a coordinating body. Monitoring plan is carried out by institutes of public health in Croatian counties, according to their local authority and financial resources provided by their respective local authorities. Implementation dynamics is defined by the Ordinance on conformity parameters, analytical methods, monitoring and drinking water safety plans, and keeping register of legal entities which provide public water supply („Official Gazette“, No. 125/17) and depends on the quantity of water supplied.</p> <p>Thus, 7081 samples from Croatian public water supply and 617 samples from local supply were analyzed in 2017. In addition to „state“ monitoring, internal control of drinking water safety is also performed – legal entities which provide public water supply are obliged to identify appropriate sampling sites and frequency. Within the framework of internal controls made by water supply systems in their own or in external laboratories, 69 700 samples were analyzed in Croatia in 2017.</p> <p>HZJZ publishes annual Reports on safety of water for human consumption (in Croatian) available on Periodic publications of the Croatian Institute of Public Health website. For any additional information and latest drinking water monitoring data, citizens and tourists can contact a county public health institute of their residence or visit, and information on public health network and contact information is available on the following link: https://www.hzjz.hr/mreza-zavoda/</p>
D9	Wastewater: The destination has clear and enforced guidelines in place for the siting, maintenance and testing of discharge from septic tanks and wastewater	D9.a. Regulations for the siting, maintenance and testing of discharge from septic tanks and wastewater treatment systems and	1 = documents exist	<p>Based on the National regulations, the Institutional framework was found in place and is described as followed</p> <ul style="list-style-type: none"> - Public water supply and waste water sewage are under the authority of local self-government units (towns/municipalities). Water supply and waste water sewage activities are performed by utility companies. - In order to fulfill the requirements of the UWWT Directive, the Republic of Croatia opts for the implementation of a more advanced wastewater treatment in all agglomerations larger than larger than 10.000 PE. Construction and development shall be

	treatment systems, and ensures wastes are properly treated and reused or released safely with minimal adverse effects to the local population and the environment.	evidence of their enforcement		financed through a combined model (EU funds, additional national sources of funding, etc). - the Directorate for Sanitary Inspection is responsible for waste Water Safety Control, Inspection and supervision regulations regarding post-treatment or discharge from septic tanks and wastewater treatment systems is under the Directorate for Sanitary Inspection.
		D9.b. Regulations to ensure the size and type of wastewater treatment is adequate for the location and evidence of their enforcement	1 = documents exist	It was found in place the regulation on Water rights permit - Legal and natural persons that, while performing commercial or other business activities, introduce, discharge or dispose hazardous substances or other pollutants into water shall partially or completely remove the concerned substances prior to discharge into public sewerage facilities or other receiving waters in accordance with the issued water rights permit for wastewater discharge or decision on integrated environmental protection requirements. The professional supervision of these issues is performed by Hrvatske Vode (www.voda.hr). Local self-government units shall ensure the collection and treatment of urban wastewater prior to their direct or indirect discharge into water in accordance with the issued water rights permit for wastewater discharge.
		D9.c. Program to assist enterprises to effectively treat and reuse wastewater	0 = no documents exist	There was not found in place any program to support this during the assessment.
		D9.d. Program to ensure proper treatment of wastes and safe reuse or release with minimal adverse effects to local population and environment	1 = documents exist	It was found in place during the assessment the activities that give an indication of such a program. However, no documentation was found in place for the implementation of this. Also, it was developed a relevant indicator in CROSTO 'percentage of waste waters of the destination treated to at least secondary level before discharging'.
D10	Solid waste reduction: The destination has a system to encourage enterprises to reduce, reuse, and recycle solid waste. Any residual solid waste that is not reused or recycled	D10.a. Waste collection system that maintains public records on the amount of waste generated	2 = documents and evidence of implementation	During the assessment execution, there was found evidences of a waste collection system. Also, it was found in place a Waste management Plan for the City of Dubrovnik (http://www.dubrovnik.hr/uploads/20180529/Plan_gosp_odarenja_otpadom_2018_2023.pdf), while the national plan is given in https://narodne-novine.nn.hr/clanci/sluzbeni/2017_01_3_120.html . Based on the evidences, the city of Dubrovnik is in a transition stage for the waste management plan. A new area for solid waste treatment will be established in a location that was still pending during the assessment.

	is disposed of safely and sustainably.			<p>During this period and probably for the next 2-3 years, an old and saturated one will be used. Monitoring of the situation is obliged to have in place by the company (one from the City of Dubrovnik). Also, the numbers of recycling are increasing, but better residents, visitors and businesses awareness is necessary given that it was identified wrong use of the recycling containers in the public spaces. Also, problematic labeling on these containers in some cases was identified.</p> <p>In addition, a CROSTO indicator was created 'communal waste generated by tourists in relation to the communal waste generated by permanent residents.</p> <p>Also, major entities in the City Waste management, have been developed important initiatives and action to support the plan. The operative tasks of the Dubrovnik Port Authority during the next period can be summarized as follows:</p> <ul style="list-style-type: none"> ▪ to require vessels to use specific quays equipped with special equipment in the event of the internal handling of pollutants ▪ to implement the logistics concept that is based on the temporary and indirect storage of liquid oil waste, together with the previously known and organized transfer of the waste to the final depot ▪ constant improvement of the system for the collection and transport of hazardous substances, which should also be made possible for ships at anchorage
	D10.b. Solid waste management plan that is implemented, and has quantitative goals to minimize, and ensure safe sustainable disposal of waste that is not reused or recycled		2 = documents and evidence of implementation	<p>Within the activities of project "ReDu-Implementation of the Waste Management Educational Program of the City of Dubrovnik", and in cooperation with the company "Čistoća", students from the second grades of Elementary school Marin Getaldic visited the Grabovica landfill and the recycling yard "Pod Dubom". Lucija Kusalić, an employee of the company Čistoća gave a lecture to the students about the types of waste, the importance of separate waste collection and how to dispose of waste at the Grabovica landfill.</p> <p>On their way back from Grabovica, students were given brochures created as part of a project that defined basic concepts about waste management, the types of waste we take away and where we dispose them, as well as composting. After that, the students visited the recycling yard "Pod Dubom", and at the end of the meeting, they were handed out appropriate picture books and coloring books called "I Care for My City", which were also made as part of the ReDu project activities.</p> <p>Specifically, it is a project "ReDu - Implementation of the Educational Program on Waste Management in the City of Dubrovnik" with a total value of HRK 1,386,980, of which the European Union through the Cohesion Fund and the Competitiveness and Cohesion Operational Program 2014-2020 Co-finances 1,178,933 HRK. The project envisages a series of activities that will contribute to increasing the rate of separately collected municipal waste, reducing the</p>

				<p>amount of waste disposed in landfills and building awareness of the citizens of the City of Dubrovnik about the importance of municipal waste management.</p> <p>web: http://www.dubrovnik.hr/vijesti/projekt-redu-getaldici-obisli-grabovicu-i-reciklazno-dvoriste-13265</p>
	D10.c. Program to assist enterprises to reduce, reuse, and recycle waste	1= documents exist		<p>During the assesment, there was found evidences on program to assist enterprises to Reduce – Reuse – Recycle waste, but with no quantitative results until today : Re-Du and SLOW FOOD CE. The most important project of these is the ReDu – information-educational activities leading to an increase in the volume of separately collected municipal waste, a decrease in the volume of waste at waste dumps, and building public awareness on the importance of municipal waste management.</p> <p>The Project „ReDu – implementation of the Programme of educational-informative activities on waste management in the City of Dubrovnik“, as well as implementation of its activities, is aimed at an increase in the volume of separately collected municipal waste, a decrease in the volume of waste at waste dumps, and building public awareness on the importance of municipal waste management. The Project includes a series of information-educational activities to acquaint citizens - the main target group- with the waste management objectives and to encourage their realisation</p> <p>Also, the City of Dubrovnik, its utility service Čistoća d.o.o. is currently in the process of purchasing containers for selective collection of waste with the purpose of establishing an integrated waste management system, transparency and simplification of current procedures, as well as realizing selective waste collection and recycling aims.</p> <p>This project ensures procurement of containers for selective collection of wastepaper and carton, plastic, glass and biowaste of different volumes, clearly marked with EU labels.</p> <p>The Environmental Protection and Energy Efficiency Fund launched a call for proposals in April 2018, through which information on the needs of local self-management entities was compiled. The Fund will implement a group purchasing procedure based on the given information. The project includes:</p> <ol style="list-style-type: none"> 1.Procurement of containers 2.Information, promotion and project transparency 3.Project management
	D10.d. Program to reduce the use of bottled water by enterprises and visitors	0 = no documents exist		<p>There was not identified such a program in the destination during the assessment.</p>

D11	Light & noise pollution: The destination has guidelines and regulations to minimize light and noise pollution. The destination encourages enterprises to follow these guidelines and regulations.	D11.a. Guidelines and regulations to minimize noise and light pollution	2 = documents and evidence of implementation	<p>During the assessment, evidences were found in place for the introduction of planning / regulation against the light pollution. As of April 1, 2019, a new Act on Protection Against Light Pollution has been in force. This Act governs the protection against light pollution, which covers all obliged entities, protection measures, the method of establishing the highest approved values, lighting restrictions and bans, planning conditions, public lighting maintenance and reconstruction, measuring and monitoring environmental lighting as well as other issues aimed at a reduction in the environmental light pollution and the effects resulting from light pollution.</p> <p>Protection against light pollution ensures human health protection, complete environmental quality preservation, protection of bio – and landscape diversity, ecological stability protection, flora and fauna protection, rational usage of natural assets and energy to be environmentally friendly, as the basic public health condition and the bases for the sustainable development concept.</p> <p>The City of Dubrovnik, being a self-government entity in the Republic of Croatia, acts in accordance with the measures indicated in the subject Act in the area of planning, which is approved in accordance with the construction act. Public lighting projects ensure energy efficiency, performance in line with governing standards, regulated lighting management and management of values defined by the said Act.</p> <p>The City of Dubrovnik has been undertaking the following lighting-related actions:</p> <ul style="list-style-type: none"> – prevention of lighting excess-emission; – reduction of existing environmental to the approved values; – meeting basic requirements related to luminaire, their operation, and installation; ; - reduction of the wave length light emission to under 500 nm in the environment, affecting human health, ecosystem, as well as traffic security under unfavorable weather conditions; - sannation of lighting source where the luminous flux is directed above the horizontal line during regular maintenance; - installation of energy-efficient LED cutoff lights with light temperature of 3000K, with the purpose of light pollution protection and an energy efficiency increase. <p>Similar guides against noise pollution were described by the City of Dubrovnik officials, however, no specific documentation was found in place. The noise issue was identified as one of the major issues by the old city residents.</p>
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		D11.b. Program to encourage enterprises to follow guidelines and regulations to minimize noise and light pollution	1 = documents exist	During the discussions with the stakeholders and especially with the officials from the Administrative Municipal and Local Self-Government Department, The City of Dubrovnik, special documentation was mentioned about these two issues. However, no specific numbers related with the implementation of measures were reported.
D12	Low-impact transportation: The destination has a system to increase the use of low-impact transportation, including public transportation and active transportation (e.g., walking and cycling).	D12.a. Program to increase the use of low-impact transportation	2 = documents and evidence of implementation	<p>Ministry of Sea, Transport and Infrastructure formally and financially supported the RtC Action Plan efforts and initiated preparation of studies and documents in cooperation with EC, EIB and EBRD Technical Assistance JASPERS for preparation of strategic projects and interventions in the City of Dubrovnik including integrated intermodal transport centre in Gruž, sea e-tram system and sustainable and smart transport solutions across the city (public transport, e-vehicles, park & ride systems, ITS solutions etc.). These are also part of Integrated Development Program Dubrovnik 2030.</p> <p>Several evidences were identified in place to support the implementation of actions. The main content is based on the following:</p> <ul style="list-style-type: none"> • Sustainable Transport Strategy of the City of Dubrovnik (2008) • Local Sustainable Mobility Plan (2013) • Traffic Study" (2012) • Specific objectives of Transport Strategy of the Republic of Croatia (2017.2030) <p>Based on that, Action plans are developed in the SOLEZ project : The short-term strategy defines measures that do not represent major construction projects such as the one in the long-term strategy. Measures are organizational and infrastructural, and some of them can be implemented over a short period of time, which would initiate a shift towards a sustainable transport system. Also, the defined measures will significantly improve the transport system from an ecological aspect in the urban settlement of Dubrovnik. The reorganization of individual roads and the implementation of a limited motorized transport zone (congestion charging zone) will solve the congestion problem in the narrower area of the Old Town. Considering wider zone, the proposed measures will increase the capacity of the existing state road D8 at the critical locations, which will result in better connection between the airport and city. This will improve the touristic offer of the wider area, as well as the living conditions of the local inhabitants.</p> <p>Also, this is one of the primary goals of the RtC Action Plan and its strategic integrated development program Dubrovnik 2030 starting with investment into sustainable transport solutions in the City of the Dubrovnik and beyond.</p>

			<p>Finally, DURA is supporting the City of Dubrovnik by participating in a number of EU funded projects :</p> <p>PROSPERITY / The project PROSPERITY is financed from Horizon 2020, which is being implemented with the aim of encouraging the creation of Sustainable Urban Mobility Plans (SUMPs) in the 12 EU member states.</p> <p>CHESTNUT / CHESTNUT will contribute to developing a better-connected & interoperable environmentally friendly transport & safe system in functional urban areas (FUA) of Danube Region, overall based on integration between more sustainable means.</p> <p>MOBILITAS / The Mobilitas project objective is to reduce negative impact on environment and traffic of tourism flows in seaside resorts.</p>
		<p>D12.b. Program to make sites of visitor interest more accessible to active transportation (e.g. walking and cycling)</p>	<p>2 = documents and evidence of implementation</p> <p>RtC Action plan and the main strategic actions involved in the RtC project include development of walking and cycling paths, boat accessibility and other accessibility solutions across Dubrovnik and beyond.</p> <p>Multiple evidences were found during the assessment that supports the implementation of the such planning. Cycling is encouraged but in specific areas, while walking in the best thing to do inside the old city. Moreover, DURA is participating in several EU Funded Projects in that subject: SMILE Interreg Adriatic – Ionian / Project SMILE is focused on the first and last mile of mobility in urban areas of the Adriatic Region, embracing coastal, inland and bordering cities of different sizes, where residents, commuters and tourists are facing the consequences of unsustainable mobility models and lack of effective multimodal solutions: air pollution, congestion and related waste of time, CO2 emission, noise, accidents, public spaces being occupied by cars.</p> <p>LAirA (Landside Airport Accessibility) / LAirA (Landside Airport Accessibility) addresses the multimodal, smart and low carbon mobility integration of airports in the mobility systems of functional urban areas. The project aims to reduce energy use and environmental impacts of transport activities by changing mobility behaviors of airport passengers and employees and by creating novel strategies in low carbon mobility planning for local authorities.</p> <p>MEDCYCLETOUT / Interreg Med project involves action plan for active and especially cycling tourism and EuroVelo 8 route through DNC and Dubrovnik City with set of soft and hard interventions, funding solutions and charter to be signed by decision makers during 2020.</p>

E. Other Priorities

While stakeholders prioritized 6 issues as the most urgent to address over the next few years, there are several other areas of risk that the GSTC team recommend destination organizations keep front of mind and determine how best to address.

- **Access for All (A8)** – The destination does not have enough sites and facilities (a critical mass) that are accessible for people with disabilities or others who have specific access requirements. Apart from the cruise port itself, activities and attractions in the City of Dubrovnik are not accessible for people with mobility issues. Transportation to get to attractions is not designed for people with mobility issues, nor is the infrastructure at attractions themselves. This is important to address, as the expanding cruise passenger demographic is older individuals who frequently have mobility issues to some degree. In the short term, accessibility can increase visitation to the destination, particularly with the number of visitors exiting the cruise ships that are in port. Accessibility needs to be addressed in the medium term and long term to be more accommodating to visitors and develop the City of Dubrovnik into a destination for all.
- **Local Community Opinion (B4)** – The destination does not directly monitor the local community's opinion about impact from tourism. Members of the local community are impacted by tourism decisions daily whether they are directly involved in the industry or not. It is important to consider the opinions of the local community as tourism development progresses in the City of Dubrovnik to have a greater awareness of the impact of tourism at various levels.
- **Greenhouse Gas Emissions (D4)** – The destination does not have a system to encourage enterprises to measure, monitor, minimize, publicly report, and mitigate their greenhouse gas emissions. Greenhouse gas emissions are a major contributor to climate change, which can hurt tourism products—particularly in destinations such as the City of Dubrovnik that are already prone to extreme weather heat waves and the extensive use of split units in the old city. It is important to focus on greenhouse gases to take part in the global initiatives to reduce emissions and fight climate change. Taking part in these efforts now can help dramatically reduce the negative impacts of climate change in the future.
- **Water Management (D6)** – There is no system in the destination to really encourage enterprises to measure, monitor, reduce, and publicly report water usage. While properties connected to the main water line can monitor their water consumption, there is no system to encourage this monitoring beyond measures to track water leaks. Beginning better water management practices now would allow trends to be spotted as water usage increases with the increase of tourists, following the current upward trend of tourists in the destination. Monitoring and measuring water usage will help ensure that water is being more efficiently consumed and is available to sustain both the locals and visitors.

There are also a few issues and critical topics that were recurring themes throughout the implementation of new themes on transportation inside the city borders, like the sharing Taxi services (Uber, etc). There is a notable contrast between activities and perceptions inside the port and outside the port. The taxi system and system for tour operators that exists within the city and the port limits provides more structure; however, upon leaving the port, there is no structure for either of these services.

Rather, taxis and tour operators can approach visitors directly to offer cheaper rates in order to generate additional business. Visitor perception visiting the city by plane or cruise ship about traffic and safety does not align with the reality of the Dubrovnik City. The City of Dubrovnik has been taking actions to reduce safety and traffic concerns, where visitors can bring any complaints they may have about operators anywhere in the city, with a large planning and innovation activity, supported by DURA.

There have also been several port development projects under consideration or in progress in recent years for the City of Dubrovnik. An increase in the number of arrivals in the port of the City of Dubrovnik may change the current distribution of

visitors and could impact the sustainability plans and infrastructure of the destination. The developer currently says there is an aggressive timeline from the project; however, no concrete dates of completion have been established. There has been a local conversation on projects like the electrification of the cruise boats in the next years but with several issues still open like the necessary infrastructure, the necessary investment, etc. that have to be under discussions between the developers and both cruise lines and public sector entities.

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