



# **Regional Visions: Integrated Development Concepts on Sustainable Tourism**

## **GUIDELINES and TEMPLATE**

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## 1. Introduction

In tourism the lack of coordination and cohesion within the various partners and involved institutions is a well-known problem for destination planning and management (Jamal and Getz 1995: 186; Gunn 1988: 272). Therefore, the discussion and share of the same visions is perceived as a significant precondition for cooperation and coordination.

The vision statement should express single or mutual benefits to be derived from the process. The statement might include the desired tourism development and growth as crucial objectives. Vision statements seem to be a simple message but a closer look at suitable visions shows that they fulfil several tasks. A good vision statement:

- motivates and connects all tourism partners involved,
- identifies the desired directions and main strategy,
- communicates the overall goal to others,
- underlines the local commitment and loyalty and
- prepares the following implementation measures.

However, the related literature and practice examples show, that visions often also fail. This is very likely if the vision statement is:







- too generic and could apply elsewhere,
- too narrow, not embracing all partners or all offers,
- too broad including too many issues and if the statement is not focussed and
- too abstract and detached from the local and regional demand.

## 2. Learning from Examples

When preparing a vision, it is helpful to look at examples and to discuss their effects on you as a potential visitor. The following table lists some examples from international tourism destinations. The second column includes comments highlighting the respective strengths and weaknesses. These examples and the table might be used at the beginning of the stakeholder meeting. We recommend to present and discuss them before showing the respective evaluations.

*Table 1: Examples for vision statements from different tourism destinations*

Region, Institution	Vision Statement	Comments	Rating

<p><b>Tourism Vancouver Island</b></p>	<p>The Vancouver Island Region will be internationally recognized as a preferred travel and getaway destination. <a href="http://www.tourismvi.ca/our-organization/mission/">http://www.tourismvi.ca/our-organization/mission/</a></p>	<p>Specific details are missing. The vision could be applied also to Austrian Mountains.</p>	
<p><b>Mauritius Ministry of Tourism</b></p>	<p>A leading and sustainable island destination. <a href="http://tourism.govmu.org/English/Pages/default.aspx">http://tourism.govmu.org/English/Pages/default.aspx</a></p>	<p>Focus is on a sustainable island, but still very generic.</p>	
<p><b>The Bahamas Ministry of Tourism</b></p>	<p>We envision the development of our nation as a collection of diverse yet easily accessible islands, each of which is globally celebrated for the delightful experiences that it provides for visitors and for the sustainable economic and social benefits that it brings to our investors and residents. <a href="http://www.tourismtoday.com/about-us/vision-mission">http://www.tourismtoday.com/about-us/vision-mission</a></p>	<p>Includes accessibility, experiences sustainable economic growth and social benefits. The wording is a bit colourful but the content provides a clear vision.</p>	
<p><b>Sultanate of Oman</b></p>	<p>Tourism will be developed as an important and sustainable socio-economic sector of the Sultanate of Oman in a manner that reflects the Sultanate's historic, cultural and natural heritage and ethos of traditional hospitality. <a href="http://www.omaninfo.com/bus-dir/ministry-tourism.asp">http://www.omaninfo.com/bus-dir/ministry-tourism.asp</a></p>	<p>A clear vision with a special emphasis on the typical traditional hospitality which characterizes Arabic countries.</p>	
<p><b>Republic of South Africa, Tourism Department</b></p>	<p>Leading sustainable tourism development for inclusive economic growth in South Africa. <a href="https://www.tourism.gov.za/AboutNDT/Pages/Vision-and-Mission.aspx">https://www.tourism.gov.za/AboutNDT/Pages/Vision-and-Mission.aspx</a></p>	<p>If the destination would not be mentioned at the end of the statement, it could be used for Vienna or other destinations as well. The statement is too unspecific.</p>	
<p><b>Papua New Guinea Tourism Promotions Authority</b></p>	<p>By 2017, the Papua New Guinea Tourism Industry will be a growing and sustainable industry, which</p> <ul style="list-style-type: none"> <li>• Is recognized globally as a destination which offers a range of unique niche adventure tourism experiences</li> <li>• Generates significant investment and employment through profitable business opportunities and subsequently the development of the economy</li> <li>• Celebrates, protects and enhances our unique cultural heritage and natural environment by showcasing these attributes</li> <li>• Provides visitors with an enjoyable, distinct and memorable experience</li> </ul>	<p>The vision statement clearly mentions, social and economic benefits, commitment to achieve economic benefits, visitor experience of high quality and services and benefits for all communities. It is however quite long.</p>	

	<ul style="list-style-type: none"> <li>• Demonstrates partnership and collaboration across all stakeholders</li> <li>• Provides a broad distribution of benefits across PNG thereby improving the lifestyles of rural and urban communities.</li> </ul> <p><a href="http://www.tpa.papuanewguinea.travel/Papua-New-Guinea-Tourism-Promotions-Authority/Five-Pillars-of-TMP_IDL=2_IDT=326_ID=1766_.html">http://www.tpa.papuanewguinea.travel/Papua-New-Guinea-Tourism-Promotions-Authority/Five-Pillars-of-TMP_IDL=2_IDT=326_ID=1766_.html</a></p>		
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These examples show, that it is essential to consider the current situation as well as to develop a tailor made vision.

## 3. Developing a Vision

The development of a vision is based on two crucial components: Firstly, the specific character of a destination and its main offers. Secondly, the stakeholders, communities and partners involved in the determination process.

### 3.1 Defining the Region and Involved Stakeholders

Within the INSIGHTS project, we have the advantage, that we can rely on a tool enhancing the community and regional based tourism planning. It also facilitates the visioning process (see Figure 1).



Figure 1: Strategic tourism planning steps from Awareness Raising to Vision Development

Therefore, the guidelines of the visioning process are again based on the overall sustainability framework developed for INSIGHTS. If the region and destination is identical, all tables and data of the status quo analysis can be used for the vision development. However, each partner needs to decide which stakeholders should be involved in this critical step. Keller (1987) and Woodley (1993) suggest, that beside representatives of tourism offers and entrepreneurs also communities, regional planners, members of conventions and visitor bureaus could or should be involved. Therefore, we suggest to check your team members and invite additional support if needed.

If additional stakeholders are involved the strengths and weaknesses and the reasons for the respective judgement should be reported (see status quo synthesis page 38ff). The partners may also consider a two-step approach. The first selection and formulation of a vision could be done in a smaller group of key-stakeholders.

The draft vision statements can later be presented to a larger group and may include a vote or a ranking of sustainable versions. Please decide beforehand if a core group of experts will have the final saying or if you want to decide upon the visions in a democratic decision making.

In case of uncertainty we also offer support. Please send us your most preferred versions after the workshops.

### 3.2 Defining Possible Visions

As the vision statements in Table 1 show, the various tourism destinations picked up only a few aspects which are of high importance and/ or highlight a special destination competence. In our guidelines for a strategic destination planning many possible visions are already included: namely in the column called "Desired conditions".

Therefore, before getting creative, we suggest to ask the participants of the first stakeholder meeting to rank the following possible visions. Use the table to see which visions apply to your respective destination to a high extent (see Table 2).

*Table 2: Ranking of Visions*

No.	The destination xy ...	This vision applies to our destination to a very low extent ← → to a very high extent
1	... consists of communities (partners) dedicated to support sustainability goals.	○ ○ ○ ○
2	... enhances/ consists of a creative and innovative local tourism network promoting knowledge and competence in tourism.	○ ○ ○ ○
3	... combines unique regional experiences with reduced energy consumption and protected environmental resources.	○ ○ ○ ○
4	Environmental friendly mobility is the backbone of destination xy and the key to unique experience.	○ ○ ○ ○
5	... contributes to economic benefits across all seasons and provides attractive job opportunities.	○ ○ ○ ○
6	... provides a diversified tourism offer that leads to broad societal benefits.	○ ○ ○ ○
7	... enhances the experience and quality of life for both: its guests and its inhabitants.	○ ○ ○ ○
8	... promotes local heritage including food, specialities and the built environment (heritage).	○ ○ ○ ○
9	... is visioning a great personal experience of local hospitality.	○ ○ ○ ○
10	In destination xy guests feel invited and are included into the typical activities.	○ ○ ○ ○
11	... offers a unique experience distinctly different form other destinations.	○ ○ ○ ○

12	... is characterised by inclusive products presenting the local landscape, habitats and heritage.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
13	... is providing infrastructure for outdoor recreation of high quality, nicely embedded into the cultural landscape.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
14	... is providing outdoor experience, environmental education and cultural events from the highlight of a destination.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
15	... provides remarkable experience of the region and its typical products and beautiful places recommended.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

In order to test the proposed visions in Table 2 replace the word “destination” by your destination or regional name. Your selection and ranking can be supported by group work. If you invite a larger group of stakeholders, you may distribute the results of your status quo reports on “strengths and weaknesses” and on “visions”. These documents provide the necessary additional background information and evaluation. Please check beforehand your vision section in the report. It is suggested to control whether all aspects have been considered previously. Some information might need to be added in this phase.

Furthermore, it should be discussed whether the vision could be composed of several ideas and options provided in Table 2. Also several sentences may cover your main intentions and overall goals. So please compose, delete and add words and information to make this vision tailor-made to your destination.

## 4. Checklist for Defining Visions

For the workshop you need to organise we provide you with a short checklist:

1. Confirm the regional/ community/ destination for which the vision should be valid (Is there a common understanding about the name and the regional boundaries/ destination boundaries).
2. Confirm the list of stakeholders (You may divide the group in a preparation group (5-10 people) and a decision making group involving more stakeholders).
3. Set up a time table for the preparatory meeting and the final meeting,
4. Distribute the list of possible visions to be ranked by the stakeholders in the first meeting (You may include a vote).
5. Present the best matching visions in the second stakeholder meeting discuss them and merge them to your unique vision, adding local terms, expertise or experience (You may come up with several options and vote the best matching).



## Annex

# Template for Vision Statement

### 1. Purpose of the Document

Maximum ½ page

### 2. Description of the Region and its Strengths and Weaknesses

Maximum 1 page

Can be adapted from your status quo reports.

### 3. Description of the Stakeholders and the way of their involvement

Maximum 1 page

Composition of the stakeholder groups in the region (clusters)

### 4. Steps/Procedure towards the Vision development

Maximum 1,5 pages

How many/how long/which kind of workshops were necessary?

Preselection of the most preferred visions. Compilation of a list of the Top 5.

Explanation of the final version.

### 5. Vision Statement

1-3 sentences

## Annexes

a. List of stakeholders:

List of stakeholders who actively participated in the visioning process

b. Agenda(s) of the Meeting:

Agenda(s) of the workshop(s) in which the visions were developed together with the stakeholders

## Literature

Gunn, C.A. (1988): *Tourism Planning*. New York: Taylor and Francis.

Jamal, T.B; Getz, D. (1995): *Collaboration Theory and Community Tourism Planning*. In: *Annals of Tourism Research*. 22, 1, 186-204.

Keller, C. P. (1987): *Stages of Peripheral Tourism Development – Canada’s Northwest Territories*. *Tourism Management* 8:20-32.

Woodley, A. (1993): *Tourism and sustainable development: The Community Perspective*. In: *Tourism and Sustainable Development: Monitoring, Planning, Managing*, J.G. Nelson, R. Butler and G. Wall (eds.). pp. 135-146. Dept of Geography Publication series, No.37, University of Waterloo.