Self-Assessment Manual

April 2017

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Document version 2.2

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1 Introduction

1.1 The Purpose of the Self-Assessment Manual

This self-assessment manual is a key element of the project INSiGHTS, an Interreg – Danube Transnational Project, co-funded by the European Union funds (ERDF, IPA). Tourism development is supposed to contribute to economic benefits for the local population. However, INSiGHTS aims at a development which ensures the natural integrity of the rich natural and cultural resources along the Danube. The long term success is often closely linked to an overall revitalisation and broader economic wealth based on cooperation. The self-assessment manual should help to use the existing great potential to initiate a slow, green and healthy tourism, to develop attractive destinations, and to utilise the local resources in a sustainable way.

> Sustainable tourism development

The planning process is driven by an effective stakeholder contribution starting with a self-assessment, followed by the development of tailor-made integrated sustainable tourism strategies for each region, and the co-creation of specific local tourism products along the three thematic pillars of INSiGHTS, such as integrated tourism management schemes, coordinated tourism supply development linked to greenways and promotion of a healthy and eco-conscious lifestyle.

> Tourism strategies based on cooperation

The main findings of the self-assessment manual will be used by the partners:

- to detect their strengths and weaknesses,
- to define goals and strategies for the future,
- to create products and new networks addressed to existing weaknesses, and finally
- to develop transnational policy recommendations for decision-makers.

The developed transnational guidelines for integrated sustainable tourism strategy building should guide the partners through the following three main stages:

- self-assessment,
- vision development, and
- strategy building.

1.2 Conceptual Background

Over the last two decades, more than 150 frameworks, tools, and assessments on sustainable tourism have been developed (Hashemkhani Zolfani et al. 2015). The scale of these tools and guidelines embrace the international, continental, and regional level (Figure 1). They also differ concerning their purpose, the required background knowledge, and the training of those who are supposed to use the respective guidelines. In addition, the assessment tools include different sets of criteria and indicators. One can distinguish between assessment and management oriented tools (Table 1). The assessment oriented tools select mainly criteria and indicators for a retrospective assessment, while the management oriented tools focus more on a selection of forward-looking criteria and indicators. The two different types of tools are characterized by assessment specific as well as by common criteria and indicators. However, the use and interpretation of these might differ.

Any self-assessment in tourism faces one common challenge which is associated with the data availability and the local baseline knowledge. Since we defined in our application that we will focus on the development of tourism („adequate tool to upgrade the tourism potential"), we concentrated on the management oriented tools. However, the self-assessment also includes criteria and indicators which can be used for a critical evaluation of strengths and weaknesses.

Figure 1: Examples for guidelines on sustainable tourism on international, continental or regional level

Table 1: Tools and Guidelines for Sustainable Tourism Development can be Divided in Assessment and Management Oriented Tools

Sustainable Tourisms Tools - Challenges	
Assessment tools	Management tools
- Measuring indicators to evaluate positive and negative impacts caused by tourism	- Measuring indicators to steer future development
- Monitoring oriented	- Planning and management oriented
- Expert oriented	- Participatory and stakeholder oriented
- Thresholds and benchmarks	- Acceptable ranges, desired outcomes
- Carrying capacity	- Destination attractiveness
- Checking performance	- Creating a learning environment

Other important aspects when developing a self-assessment manual are the contribution of the tool to collaborative learning, mobilisation of stakeholder involvement, and decision making.

For the development of the tailor-made assessment tool, we were profiting from the European Tourism Indicator System for sustainable destination management developed by the European Commission (n.d.) and publications from Balaš and Rein (2016), Lund-Durlacher et al. (2016), Jenkins and Schröder (2013), Pröbstl and Prutsch (2009) and World Tourism Organization (2004).

Furthermore, we considered existing management tools such as the Tourism Optimisation Management Model (TOMM) (Manidis Roberts Consultants 1997) and VV-TOMM (Arnberger et al. 2011). These concepts are all based on an in-depth approach aiming at fundamental changes in the consideration of tourism management and the mobilization of optimum conditions. Thereby, the dependence of the tourism industry on the quality of the visitor experience and the condition of natural, cultural and social resources is the basis of the assessment process. As key factors (of success) were named:

- the access to information,
- the ability to monitor trends, and
- a collaborative approach based upon a shared vision.

The process is based on the definition of favourable conditions, selection of suitable indicators related to these optimal conditions and the definition of an acceptable range, the collection of data, and finally the development of a management system reflecting the achievements.

1.3 Principles for Selecting Criteria and Indicators

The key elements covered by the defined criteria and indicators are visualized in *Figure 2*. The involved territories in the Danube-region and within the project scope are characterized by different stages of sustainable tourism development. Tourism services in many partner regions are fragmented without effective coordination. Therefore, a major challenge lies in improving the collaboration of different stakeholders in the tourism value chain, which requires creating the framework and setting up both horizontally and vertically integrated tourism management schemes. Accordingly, the set of indicators starts with management issues, local policies, and strategies. These aspects are followed by ecological indicators, since destination management needs to get harmonised with nature and heritage protection aspects. By doing so, the ecological indicators contribute to preserving the diversity of the valuable natural and cultural resources. Finally, economic and socio-cultural benefits are analysed. The selected criteria and indicators help to ensure both environmental and economic long-term sustainability for the Danube region.
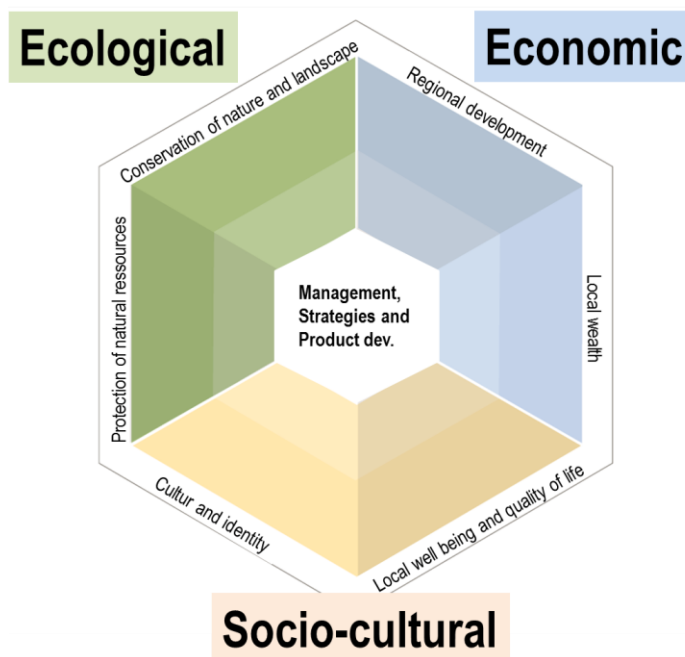

Figure 2: The key issues include socio-cultural, economic, and ecological aspects to ensure sustainable development (changed after Balaš and Rein 2016)

The self-assessment manual can be used for the analysis of existing strengths and weaknesses, the development of a vision and overall strategy, and finally it may serve as a tool for an efficient long term monitoring. Therefore, the indicators have to fulfil several criteria, summarized in Table 2. The manual puts a special emphasis on meaningful, reliable, and sensitive indicators. Furthermore, the required data should be affordable and easy to access. Finally, we selected indicators linked to management and development goals.

Table 2: Criteria for Indicator Selection

	Criteria for Indicator Selection	Yes	No
1	Is the indicator specifically linked to tourism?	✓	
2	Is the indicator related to our regional development goals?	✓	
3	Are the required data available, easily accessible, and affordable?	✓	
4	Is the indicator meaningful and relevant?	✓	
5	Does the application of the indicator lead to reliable and repeatable results?	✓	
6	Does the indicator point towards sustainable development and is it sensitive?	✓	
7	Can the indicator be measured with minimal impact on the natural resources, the visitor's experience, and the local population?	✓	
8	Is the indicator responsive to management control/ action within a reasonable time frame?	✓	

The self-assessment manual is designed for a multidisciplinary team and local participants to perform a rapid assessment and analysis of a tourism destination. Therefore, the indicators should be transparent and easy to apply.

Since indicators can be developed to assess many different conditions, the self-assessment manual first of all defines the respective goals of sustainable development and the respective desired conditions (Figure 3). The selected criteria and indicators are only useful against this background. Accordingly, the application process (see below) should start with a discussion of these conditions and the overall goals.

Overall goals	Desired conditions	Criteria	Indicators	Sources

Figure 3: The key issues include socio-cultural, economic, and ecological aspects to ensure sustainable development

2 Presentation and Background of the Selected Criteria and Indicators

2.1 Destination Strategy, Cooperation and Management Structure

In order to tackle the common bottleneck of fragmented tourism supply without proper cooperation, the project aims at fostering an effective, knowledge-based operation of destinations by improving the integrated planning and management capacities of local/ regional public authorities, tourism management bodies, and all actors within the tourism chain as its first specific objective. This goal can be achieved by discussing and analysing the current destination strategy, existing cooperations, and management structures (Table 3).

Sometimes, the tables provide several indicators to assess the same overall goal. In the following tables, those indicators which are mandatory are written in **black**. Groups of indicators from which at least one should be selected are written in **red**. Additionally, there are a number of indicators written in **green**. Although these are not mandatory, they may provide valuable additional information and should therefore be considered.

*Table 3: **Destination Strategy, Cooperation and Management Structure***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Sources
Strategy	The region has a strategic concept for tourism including sustainability goals	- Strategic management and/ or cooperation goals	☐ Tourism concept exists ☐ Sustainability criteria or guidelines are included	- National and regional strategies - Communities - Local tourism organisations - NGOs
Sustainability goals	Sustainability goals are supported by the communities and/ or regional governments and communicated	- Commonly agreed mission - Published cooperation goals, transparent for the public and communicated	☐ Existence of a mission statement, published in a flyer/ folder or on a common website	- Communities - Local organisations - NGOs

Destination management	In the destination there is an organisation which serves as a connector between different stakeholders, groups, and local organisations. The role and importance of destination leadership is clear	- Existence of a DMO-(Destination management organisation) - Partners and their roles are defined	☐ Existence of a DMO[1] ☐ A leading organisation is defined ☐ Leading partners meet at least twice a year to define common goals	- Communities - Local organisations - NGOs
Destination initiatives	With commonly organized events and presentations at fairs, the DMO contributes to the cooperation and its visibility	- Local co-organized events - Participation at a fair	☐ Number of joined events ☐ Number of presentations at fairs	- Communities - Local organisations - NGOs
Destination learning	The DMO[2] provides together with other institutions educational and learning offers for its members. The DMO strengthens the local network	- Organized or co-organized offers for qualification and learning	☐ Number of offers for learning and qualification in tourism ☐ Network for exchange and learning	- Communities - Local organisations - NGOs

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[1] If there are more DMOs please specify them. Here, it is important that there is a leading organisation, and in case that there are several whether they cooperate.

[2] Or similar structures (cooperating partners or other leading organisations)

2.2 Environment and Land Use Heritage

INSiGHTS clearly focuses on the responsible green tourism sector. The following checklists contribute to a better understanding amongst local stakeholders that competitiveness and sustainability of the tourism industry shall go hand-in-hand, as the quality of destinations is strongly influenced by their natural and cultural environment. To avoid the threat of overusing valuable natural resources and of resulting negative environmental impacts, destinations must be limited and tourism development must be harmonised with the interests of nature and heritage protection. These aspects are covered by the following list of criteria and indicators (Table 4).

*Table 4: **Environment and Land Use Heritage***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Sources
Protection of natural resources	The number and quality of natural areas are maintained and related information is provided	- Share of protected areas in the whole territory (IUCN categories I-IV) - Quality of protected areas - Nature interpretation offers	☐ Percentage of protected areas[3] ☐ Percentage of protected areas with management plan ☐ Number of information centres in relation to the main access points ☐ Other means for nature interpretation[4]	- IUCN, NGOs in nature conservation - Local administration - Natura-2000 websites - Regional experts - Agricultural or environmental administration and related agencies

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[3] Only areas under strict protection (Natura-2000 site, National Park, Nature Conservation Area)

[4] Other information options such as educational trails, information boards, online platforms, etc. (please specify)

Protection of natural resources	Habitats for species of national and/ or European importance are maintained and measures undertaken to increase the public awareness	- Conservation status of regional flagship and umbrella species - Nature interpretation offers	☐ Number of regional flagship and umbrella species within a desired conservation status (status A and B) ☐ Number of guided tours ☐ Number of information centers on species and their major habitats	- Natura 2000 information, web-based - Management plan - Local administration - Local experts - Agricultural or environmental administration and related agencies
Protection of natural resources and land use heritage	The cultural landscape and its diversity are maintained	- Area with landscape protection (IUCN category V) - Versatile land use - Sealing - Direct markets on farm products	☐ Percentage of protected landscapes/ area[5] ☐ Percentage of arable land ☐ Average size of farms in ha ☐ Percentage of organic farms ☐ Percentage of sealing per day in ha[6] ☐ Number of local farmer markets	- Nature conservation administration - Estimation based on information by the agricultural chambers or the agricultural administration - Agricultural chambers - Ministry of environment - Local communities
Reduce resource consumption	Tourism contributes to save energy and environmental resources	- Environmental certification - Water clearing	☐ Percentage of enterprises with environmental certification ☐ Percentage of large tourism enterprises[7] connected to a sewage water treatment	- Local tourism industry and web-pages - Tourist information - Local communities

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[5] IUCN category V – Protected Landscape/ Seascape

[6] Paved underground (soil) for road construction, settlements or industrial purposes. In Austria, sealing amounts to one farm per day (16 ha).

[7] Alternatively, communities which are connected to a sewage water treatment

| Climate change adaptation and sustainable mobility | Tourism contributes to strengthen climate change adaptation and environment-friendly mobility | - Use of renewable energy in tourism
- Availability of tourism products based on environment-friendly transportation (bikes, boats or public transport) | ☐ Percentage of enterprises with significant solar and photovoltaic[8] panels
☐ Number of significant[9] tourism products based on bikes, boats or public transport | - Local tourism industry and web-pages
- Tourist information
- Local communities |
| Climate change risk avoidance | Tourism infrastructure considers possible risks due to climate change | - Tourism infrastructure (existing and planned) inside of endangered areas | ☐ Percentage of tourism developments located in endangered zones (e.g. flooding) | - Spatial planning
- Regional administration
- Risk maps on the internet |

2.3 Socio–Economic Benefits and Regional Development

Sustainable tourism has to include the wealth and the living conditions of the local people. Accordingly, INSiGHTS also considers these aspects. The following criteria and indicators are supposed to increase the awareness whether the existing tourism leads to socio-economic benefits and stimulates the regional development without negatively impacting the local communities and (social) structures. Shops and service infrastructure open all year are important indicators because they reflect whether tourism serves to improve the living conditions for the local population (e.g. with massage studios or a higher diversity of shops and goods). Here, rough estimations are sufficient (Table 5).

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[8] More than 25 m²

[9] The significance depends on the frequency with which the offer is used. Scarcely or irregularly used offers should not be included.

Table 5: ***Socio-Economic Benefits and Regional Development***
(Indicators: **black**=*mandatory;* **red**=*alternative indicators, select one;* **green**= *optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Sources
Economic benefits	The duration of visitor stays increases and contributes to community income	-Average number of nights stayed	☐ Overnight stays in the annual average ☐ Overnight stays in different seasons[10] ☐ Percentage of community income derived from tourism	- Tourist information - Tourism board - Local communities
Reduction of seasonality	Tourism provides increasing job opportunities with decreasing seasonality	- Employment rate in tourism - Ratio of tourism employment to total employment - Incoming employees - Occupation rate Extension of the high season	☐ Percentage of full-time jobs in tourism ☐ Percentage of part-time jobs in tourism ☐ Percentage of incoming/ seasonal employees in tourism ☐ Ratio of tourism employment to total employment ☐ Average occupation rate in percent ☐ Average occupation rate in the low season in percent ☐ Number of days that can be classified as high season (based on the average occupation rate)	- Official statistics provided by governmental institutions - Local communities
Tourist's expenses	A large variety of opportunities for the tourists to spend their money (food, tours, services, infrastructure)	- Expenses per visitor	☐ Expenses per visitor per day ☐ Expenses per visitor in different seasons	- Tourist information - Visitor survey

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[10] Division into seasons to be defined

Gentrification	Tourism contributes to the local economy and is dominated by private ownership of entities used by tourists	- Share of local hotel owners and local family-run enterprises - Share of locally managed/ owned restaurants	☐ Percentage of locally owned (official) accommodations and their number of beds ☐ Percentage of locally owned or managed restaurants	- Tourist information - Tourism board - Local communities
Availability and quality of services	Tourism supports local infrastructure and services	- Share of all year round operating services and shops - Promotion and information material to promote local products and services	☐ Percentage of shops and services open all year round ☐ Provision of promotional material	- Own inventory - Stakeholder involvement - Tourist information

2.4 Socio-Cultural and Built Heritage

Beside the natural heritage and the cultural landscapes, INSiGHTS also considers the built heritage in the respective regions along the Danube. The socio-cultural heritage includes local food and the awareness of local traditions. Furthermore, as mentioned above, INSIGHTS also considers the local wellbeing. Crowding, an increasing crime rate, and gentrification may negatively influence the living conditions in the respective destinations. When it comes to discussing the ratio of tourists to residents at peak times, rough estimations are sufficient. Users of the manual should ask themselves, whether they perceive times at which their destination feels crowded. The following list of criteria and indicators embraces all these aspects (Table 6).

Table 6: ***Socio-Cultural and Built Heritage***

*(Indicators: **black**=mandatory; red=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Sources
Maintenance and awareness of cultural heritage	The cultural heritage is well-known and its crucial parts are well maintained, including tangible and intangible aspects	- Avoidance of deterioration of heritage buildings - Local traditions such as special events, dances, and dress codes are well maintained, "alive" and celebrated	☐ Existence of an inventory of sites and buildings ☐ Percentage of valuable buildings in good condition ☐ Number of events ☐ Number/existence of cultural associations	- Local statistics - Local administration - Local experts - Local communities - Local associations - NGOs - Tourism info - National or regional inventory on cultural heritage
Local food	The local gastronomy provides a share of local specialities	- Local food specialities	☐ Percentage of restaurants and hotels offering local specialities	- Local enterprises and gastronomic services
Built heritage	Typical local buildings are not demolished but maintained, restored, and reused for residential or commercial purposes	- Maintenance and reuse of built heritage and possible ensemble effects	☐ Number of buildings reused for commercial or residential purposes ☐ Number of buildings reused for tourism purposes (restaurants, hotel)	- Local statistics - Local administration - Local communities
Awareness and use level	All cultural hotspots are highly visited	- Spatial distribution of visitations	☐ Number of different guided tours on cultural heritage	- Tourist information - Visitor survey - Local experts - Local ticket services
Contribution	The tourism taxes contribute to the organization of events	- Support by tourism tax	☐ Percentage of tourism taxes invested in culture (events, buildings)	- Local communities - Tourism organisations - Local event management

Gender issues	The share of men and women employed in tourism is equal/ similar	- Gender issues	☐ Gender structure of employees	- Local statistics - Local administration - Local communities
Security	The crime rate is not influenced by tourism	Tourists involved in crimes	☐ Number of reported victims who are tourists ☐ Tourists' perception of danger	- Local statistics - Local administration - Local communities - Local police offices
Socio-cultural disturbance	The share of visitors in relation to the local residents is perceived as adequate	- Balance between visitors and residents	☐ Ratio of tourists to residents on average ☐ Ratio of tourist to residents at peak times ☐ Days in the main season with crowding effects	- Tourist information - Local communities
Gentrification	Effects by gentrification such as increasing number of second homes or increasing costs for homes are limited	- Development of second homes - Costs per m²	☐ Percentage of second homes in relation to all households ☐ Price level per m² for renting and buying homes	- Local communities - Local media - Stakeholders
Perception of cultural impacts	The majority of visitors believes that they are not impacting the destination identity	- Visitors' perception of cultural impacts	☐ Percentage of positive statements	- Visitor survey

2.5 Quality of Visitor Experiences and Product Development

Low environmental awareness of communities, service providers, and visitors needs to be improved in many areas. Therefore, stimulating an environment-conscious and healthy lifestyle within the target groups is the third specific objective of INSiGHTS. This can be achieved by providing informal education on nature protection and traditional products through visitor experience, as well as offering recreational programmes promoting active living as a part of the overall tourism offer. The following set of criteria and indicators focus on the fields of visitor experience and product development (Table 7).

*Table 7: **Quality of Visitor Experiences and Product Development***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Sources
Visitor satisfaction	The visitors leave the destination satisfied	- Perception of the monetary value - Willingness to come back to the destination - Proportion of visitors who are satisfied with their holiday experience	☐ Percentage of visitors evaluating their stay positively ☐ Percentage of critical evaluation is decreasing	- Visitor survey - Comments on Facebook, Instagram and other social media or booking platforms
Unique selling proposition	The offer for the visitor is unique and differs from others. The majority of visitor experiences is distinctly different from other destinations	- Local products - USP - The destination's USP is promoted and experienced by the visitors	☐ Number of offers and events promoting local products is increasing ☐ Offers with a USP ☐ The majority of visitors is able to name some unique products and aspects of the USP ☐ The USP is clearly marketed with related promotion material	- Tourist information - Local stakeholders - Local communities - Local providers - Visitor survey
Inclusive offers	The number of products/ offers for handicapped and disabled visitors is increasing	- Bookable offers for the target group of handicapped and disabled visitors	☐ Number of inclusive tourism products	- Tourist information - Local providers

Improved infrastructure for outdoor recreation in the tourism destination	The number of infrastructure for main outdoor recreation activities are monitored, maintained, and in a good condition	- Quantity of infrastructure for outdoor recreation activities - Quality of the main infrastructure for tourists' outdoor recreation activities	☐ Number of cycling trails ☐ Number of hiking trails ☐ Number of adventure paths ☐ Number of guest guiding systems[11] ☐ Number of water sport opportunities ☐ Others[12] ☐ Number of packages for nature based tourism[13] ☐ Team or organisation to check and monitor the infrastructure ☐ Monitoring intervals/ periods ☐ Availability and amount of information on the local outdoor recreational offer[14] ☐ Existence of certified infrastructure[15]	- Tourist information - Local stakeholders - Local communities - Local providers - NGOs - Internet
Attractive infrastructure for the tourists' outdoor experience and environmental education	The offers for tourists to experience nature are diverse and up-to-date	- Availability of different offers	☐ Number of information centres ☐ Number of viewing platforms ☐ Number of educational trails ☐ Number of guest guiding systems ☐ Others[16]	- Tourist information - Local stakeholders - Local communities - Local providers - NGOs - Internet

[11] E.g. audio guides, information boards, guided tours

[12] Specific offers to be defined by the respective destination and integrated in their monitoring, e.g. horseback riding

[13] Special tourist offers, including offers combining outdoor experience with overnight stays in a package

[14] E.g. brochures, Internet presence, folders, information centres

[15] E.g. premium trails or certified educational infrastructure

[16] To be defined by the respective destination and included in their monitoring scheme

Recommen-dation	The majority of visitors would recommend the destination to others	- USP is experienced by the clients - Share of visitors who believe they had a remarkable experience linked to the destination	☐ Percentage of visitors who believe they had a remarkable experience linked to the territory and its typical products ☐ Percentage of visitors who came by recommendation	- Visitor survey

3 Application of the Self-Assessment Manual

3.1 Team Composition

Effective valorisation of natural and cultural heritage via responsible green tourism needs to start with an inclusive strategy building. This process requires the establishment of local platforms engaging all relevant stakeholders to build common visions by harmonising the interests of different players within the tourism and heritage/ nature conservation sectors.

Ideally, your team consists of professionals from multidisciplinary fields – in particular tourism, natural resources, economics, and community specialists. The team should work closely with local participants and experts. Please consider in this context also the Manual for Stakeholder Involvement provided by INSIGHTS. Crucial are in any case members of the tourism organisation, tourism board and the tourism information, members of the local administration and local entrepreneurs in tourism, outdoor recreation and education (guided tours).

Relevant organisations and individual players of the surrounding tourism region might be helpful for the assessment, but also for further planning and implementation processes. These may include public (authorities, heritage conservation bodies, tourism boards, NGOs), private (SMEs, clusters, associations), and scientific/ educational players of the heritage protection, tourism, and visitor economy sector, as well as community representatives. Applying a multi-level approach means that, besides the inclusion of local decision- and policy-makers, the mobilisation of representatives of higher administrative levels (regional, national) is also a major goal.

3.2 Spatial Scale for Assessment and Definition of the Target Area

This tool is designed to gather quality information that captures the complexity of tourism in regions at different spatial scales: national level (for small countries), regional or sub-regional level, municipal level and rural community level. Therefore, it can be applied in all partner destinations along the Danube. However, for your own work it might be necessary to discuss and to clearly define the area where the assessment tool is implemented, which communities are included, which are not included and why that is the case. This is crucial for the data collection.

3.3 Type of Tourism to Assess

This tool is primarily designed to assess nature-based tourism in rural communities and cultural heritage tourism in urban communities. This instrument takes into account the importance of large-scale mass tourism, but will focus primarily on smaller-scale, niche market tourism.

3.4 Time Needed for Assessment

The tool is designed for a short but intensive appraisal and analysis of tourism in a region. Depending on location, scale, and previous information, the assessment process will approximately last from five to ten days and the data gathering and report preparation may need an additional 5 days. In order, to facilitate the process and to safe time we provide in addition a template, which is attached to the Annex.

3.5 Information Sources

The checklists already include suggestions which sources might be suitable providers of the required information. In addition to the listed organisations, you may also use other material such as reports by tourism organizations and associations, project papers by developers, governmental planning documents, tourism company annual reports, academic research papers, tour guidebooks, destination marketing and promotion materials as well as existing surveys for tourists, residents, and local tourism product providers.

4 Implementation in Destination Planning and Management

4.1 Awareness Raising

The application of the self-assessment manual starts with a discussion and common understanding of sustainable tourism and its goals. Therefore, we suggest that in the first meeting or first sequence of the meeting the participating stakeholders get familiar with the overarching goals of any sustainable tourism development process.

Before stepping into details, it is important to agree on the desired goals provided in the list of criteria and indicators (the first two columns). We suggest that all desired conditions of one aspect, such as "destination strategy" or "environment and land use heritage" are presented together on one slide or handout at the meeting in Vienna. There might be aspects which can be easily agreed on and others might be discussed controversially (Table 8).

For INSiGHTS it is of special interest which aspects or main goals have been discussed in a controversial manner and whether these aspects may hinder or influence the overall acceptance of the sustainable tourism development in the respective region.

The aim of this first step is to achieve a common understanding on the defined "desired goals" and, if need be, to provide more support (template tables in the Annex).

Table 8: Example for the Presentation of Overall Goals and Desired Conditions

Overall goals	Desired conditions	The members of the assessment team agree on the overall goal and support the desired conditions
Strategy	The region has a strategic concept for tourism including sustainability goals	☒ yes ☐ partly yes ☐ no Comments:
Sustainability goals	Sustainability goals are supported by the communities and/ or regional governments and communicated	☒ yes ☐ partly yes ☐ no Comments:
Destination management	In the destination there is an organisation which serves as a connector between different stakeholders, groups, and local organisations. The role and importance of destination leadership is clear.	☐ yes ☒ partly yes ☐ no Comments: The committee members discussed the role and importance of destination leadership. The issue needs to be discussed with other partners and the WP leader.

4.2 Analysis of Strengths and Weaknesses

For the analysis of strengths and weaknesses, we ask you to discuss the Tables 3-7 and fill in the template tables provided in the annex based on the selected indicators including all information available to your team. The column "source" provides you with an idea of who might be able to provide you with the desired information. Please consider that for some criteria you may have to use indicators different from the ones provided, depending on the availability of data. As a first step, it might be helpful to contact your local tourism office to collect in-house information, and also to include representatives of the local communities. For the remaining questions it is recommended to involve a larger group of stakeholders.

After you have filled in all information in the template tables, you can start with the next step, analysing your results with regards to strengths and weaknesses. When analysing the results, we suggest to discuss your findings table by table and to look at the criteria and indicators in their respective context. This approach helps you to develop an awareness of your region's individual strengths and weaknesses. Please also describe your self-evaluation verbally.

To facilitate the process, we provide you in the following (Tables 9-13) descriptions how to evaluate the given situation in your respective destinations (template tables in the annex). Please use this structure to summarize your results, and add an explanation for the overall findings of your evaluation team. We will discuss and compare the detailed information against your experiences at the next meeting in Vienna.

*Table 9: Example: Self-Evaluation of **Destination Strategy, Cooperation and Management Structure***

	Applies, if… …your destination has a tourism concept and organises regular meetings, presentations at fairs, and regional events.
	Applies, if… …your destination is characterized by a lot of joined action, exchange, and presentation efforts. However, there may be a lack of strategic structures and of a clear outward representation.
	Applies, if … …your destination is in development. Strategic goals, published information, and further initiatives are still missing.

*Table 10: Example: Self-Evaluation of **Environment and Land Use Heritage***

🙂	Applies, if… …your destination is aware of the protected areas in your region, of information about them, and of related infrastructure relevant for tourism purposes – such as information centres, guided tours or unique species. …your destination is aware of key figures describing the environmental situation and resource consumption. …the destination contributes to save energy and offers environment-friendly mobility.
😐	Applies, if… …the knowledge on natural resources, conservation issues, and the potential for product development is low in the local tourism sector. …your destination is aware of some key figures describing the environmental situation and resource consumption. …the destination contributes to save energy and offers environment-friendly mobility.
🙁	Applies, if… …there is little information about local protected areas and the land use heritage. …the offered tourism products are not making use of the given diversity. …the contributions of local tourism enterprises to minimize resource consumption, to support climate change adaptation, and to promote sustainable mobility are not significant.

*Table 11: Example: Self-Evaluation of **Socio-Economic Benefits and Regional Development***

	Applies, if… …tourism significantly contributes to the local economy and wealth. …the average number of overnight stays is significantly above 4 and the low seasonality leads to a high share of full-time jobs. …tourism contributes to the quality of life for the local population by providing additional infrastructure and services.
	Applies, if… …the tourism industry contributes to the regional economy. However, the job opportunities are characterized by a high seasonality and a low share of full-time jobs. …the average number of overnight stays is above 4, but only in the high season. …most of the tourism infrastructure is locally owned but there are no/ few initiatives to establish additional restaurants, shops, and other services.
	Applies, if… …the tourism development is still in its starting phase and therefore it contributes very little to the regional economy, to the local income, and to job opportunities. …the average number of overnight stays is low and the visits accumulate in the high season. …the tourism development does not lead to the establishment of additional services or shops and the overall expenditures per visitor are low.

*Table 12: Example: Self-Evaluation of **Socio-Cultural and Built Heritage***

🙂	Applies, if… …the destination management is aware of the built heritage and contributes to its maintenance. It is also aware of the local cultural heritage and contributes to its preservation. …local specialities play a significant role in most of the offered menus. …the share of men and women employed in tourism is equal/ similar. …the ratio of tourists to residents is perceived as balanced, and housing in the destination is still affordable for local people. …the visitors feel safe and welcome.
😐	Applies, if… …the cultural heritage is well-known and there are initiatives to maintain built heritage ensembles in cooperation with tourism entrepreneurs. …the majority of restaurants offers local specialities. …the destination is perceived as safe and the ratio between visitors and residents is perceived as balanced. …some negative trends such as a high share of second homes or increasing costs for housing are linked to tourism development.
🙁	Applies, if… …the destination management has little information about the local cultural heritage and/ or no opportunities to support its preservation. …the opportunities for tourists to experience local specialities and cultural traditions are limited. …the destination shows signs of gentrification, crowding and/ or security issues.

*Table 13: Example: Self-Evaluation of **Quality of Visitor Experiences and Product Development***

🙂	Applies, if… …the destination implemented a regular visitor survey. …the visitors state that they had a remarkable experience, they recommend the destination, and they are aware of the local key products as well as the destination's USP. …the destination provides inclusive tourism products. …local events promote the available unique tourism offers.
😐	Applies, if… …the destination has some means to gain feedback from the tourists and the overall visitor experience is positive. …the visitors are aware of the local key products. …the destination provides at least a few inclusive tourism products.
☹️	Applies, if… …the region has no information about the visitors' experiences. …inclusive tourism products are in development. …the USP is unclear.

Your overall findings should be summarized in the following to be compared with all the other piloting regions. Our final results on strengths and weaknesses in the different pilot regions may look like that:

Table 14: Example: Overall Findings

Pilot region	Destination Strategy, Cooperation, Management Structure	Environment and Land Use Heritage	Socio-Economic Benefits and Regional Development	Socio-Cultural and Built Heritage	Quality of Visitor Experiences and Product Development
Pilot Region 1	😐 (neutral)	🙁 (slightly sad)	☹ (sad)	🙂 (happy)	🙁 (slightly sad)
Pilot Region 2	😐 (neutral)	😐 (neutral)	🙂 (happy)	🙁 (slightly sad)	😐 (neutral)
Pilot Region 3	🙁 (slightly sad)	🙂 (happy)	☹ (sad)	🙁 (slightly sad)	🙂 (happy)
Pilot Region 4	🙂 (happy)	😐 (neutral)	🙂 (happy)	😐 (neutral)	😐 (neutral)

4.3 Strategy and Vision

As already mentioned, the self-assessment manual can be used in different ways. In the following, we focus on the opportunity to apply it for strategic purposes.

Based on the self-evaluation (chapter 4.2) you found out that, for example, the average number of overnight stays in your destination is only 2.8 per visit. The next question you want to discuss with your local stakeholders are the opportunities to increase this number. What are the achievable goals and desired conditions for your destination? Frameworks such as the Tourism Optimisation Management Model (TOMM) show that it is not wise to define thresholds or high-flying goals but to think of feasible ranges instead. In this example, you may define a range of 2.7 – 3.5 overnight stays. Furthermore, you need to discuss how you can achieve this change. However, you may also state that you are satisfied with the current situation and your goal is therefore to maintain the status quo, because you know of other destinations struggling with declining numbers of overnight stays.

In the following, we provide you with those criteria and indicators helpful for defining a vision and achievable goals for the matching thematic aspects. The tables are basically the same ones you have already filled in, but all aspects which are important to know in a destination but at the same time usually cannot be managed or influenced by tourism related planning and management actions were deleted. In the very right column you insert all goals you want to achieve or maintain. It may be helpful to insert both the existing figure as well as the range in which it should be to be acceptable in the future.

The main findings can be used for policy debates, developing a conservation strategy, determining focus areas for development assistance, and for planning and implementing tourism development.

The durability of the defined visions and strategies should be secured through their endorsement by decision making bodies in the respective partner regions as an integral part of the project. The strategies form the basis of detailed action plans setting out the steps to be taken to implement concrete measures (development projects) after the project closure.

*Table 15: Defining a Vision and Achievable Goals – **Destination Strategy, Cooperation and Management Structure***

*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Sustainability goals	Sustainability goals are supported by the communities and/ or regional governments and communicated	- Commonly agreed mission - Published cooperation goals, transparent for the public and communicated	☐ Existence of a mission statement, published in a flyer/ folder or on a common website	Currently: - .... Vision: - ....
Destination initiatives	With commonly organized events and presentations at fairs, the DMO contributes to the cooperation and its visibility	- Local co-organized events - Participation at a fair	☐ Number of joined events ☐ Number of presentations at fairs	Currently: - .... - .... Vision: - .... - ....
Destination learning	The DMO[17] provides together with other institutions educational and learning offers for its members. The DMO strengthens the local network	- Organized or co-organized offers for qualification and learning	☐ Number of offers for learning and qualification in tourism ☐ Network for exchange and learning	Currently: - .... - .... Vision: - .... - ....

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[17] Or similar structures (cooperating partners or other leading organisations)

*Table 16: Defining a Vision and Achievable Goals – **Environment and Land Use Heritage***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Reduce resource consumption	Tourism contributes to save energy and environmental resources	- Environmental certification - Water clearing	☐ Percentage of enterprises with environmental certification ☐ Percentage of large tourism enterprises[18] connected to a sewage water treatment	Currently: - .... - .... Vision: - .... - ....
Climate change adaptation and sustainable mobility	Tourism contributes to strengthen climate change adaptation and environment-friendly mobility	- Use of renewable energy in tourism - Availability of tourism products based on environment-friendly transportation (bikes, boats or public transport)	☐ Percentage of enterprises with significant solar and photovoltaic[19] panels ☐ Number of significant[20] tourism products based on bikes, boats or public transport	Currently: - .... - .... Vision: - .... - ....
Climate change risk avoidance	Tourism infrastructure considers possible risks due to climate change	- Tourism infrastructure (existing and planned) inside of endangered areas	☐ Percentage of tourism developments located in endangered zones (e.g. flooding)	Currently: - .... Vision: - ....

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[18] Alternatively, communities which are connected to a sewage water treatment

[19] More than 25 m²

[20] The significance depends on the frequency with which the offer is used. Scarcely or irregularly used offers should not be included.

*Table 17: Defining a Vision and Achievable Goals – **Socio-Economic Benefits and Regional Development***

*(Indicators: **black**=mandatory; red=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Economic benefits	The duration of visitor stays increases and contributes to community income	- Average number of nights stayed	☐ Overnight stays in the annual average ☐ Overnight stays in different seasons[21] ☐ Percentage of community income derived from tourism	Currently: - .... - .... - .... Vision: - .... - .... - ....
Reduction of seasonality	Tourism provides increasing job opportunities with decreasing seasonality	- Employment rate in tourism - Ratio of tourism employment to total employment - Incoming employees - Occupation rate - Extension of the high season	☐ Percentage of full-time jobs in tourism ☐ Percentage of part-time jobs in tourism ☐ Percentage of incoming/ seasonal employees in tourism ☐ Ratio of tourism employment to total employment ☐ Average occupation rate in percent ☐ Average occupation rate in the low season in percent ☐ Number of days that can be classified as high season (based on the average occupation rate)	Currently: - .... - .... - .... - .... - .... - .... - .... Vision: - .... - .... - .... - .... - .... - .... - ....

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[21] Division into seasons to be defined

Tourist's expenses	A large variety of opportunities for the tourists to spend their money (food, tours, services, infrastructure)	- Expenses per visitor	☐ Expenses per visitor per day ☐ Expenses per visitor in different seasons	Currently: - .... - .... Vision: - .... - ....
Availability and quality of services	Tourism supports local infrastructure and services	- Share of all year round operating services and shops - Promotion and information material to promote local products and services	☐ Percentage of shops and services open all year round ☐ Provision of promotional material	Currently: - .... - .... Vision: - .... - ....

*Table 18: Defining a Vision and Achievable Goals – **Socio-Cultural and Built Heritage***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Local food	The local gastronomy provides a share of local specialities	- Local food specialities	☐ Percentage of restaurants and hotels offering local specialities	Currently: - .... Vision: - ....
Awareness and use level	All cultural hotspots are highly visited	- Spatial distribution of visitations	☐ Number of different guided tours on cultural heritage	Currently: - .... Vision - ....
Contribution	The tourism taxes contribute to the organization of events	- Support by tourism tax	☐ Percentage of tourism taxes invested in culture (events, buildings)	Currently: - .... Vision: - ....
Security	The crime rate is not influenced by tourism	Tourists involved in crimes	☐ Number of reported victims who are tourists ☐ Tourists' perception of danger	Currently: - .... - .... Vision: - .... - ....
Socio-cultural disturbance	The share of visitors in relation to the local residents is perceived as adequate	- Balance between visitors and residents	☐ Ratio of tourists to residents on average ☐ Ratio of tourist to residents at peak times ☐ Days in the main season with crowding effects	Currently: - .... - .... - .... Vision: - .... - .... - ....
Perception of cultural impacts	The majority of visitors believes that they are not impacting the destination identity	- Visitors' perception of cultural impacts	☐ Percentage of positive statements	Currently: - .... Vision: - ....

*Table 19: Defining a Vision and Achievable Goals – **Quality of Visitor Experiences and Product Development***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Visitor satisfaction	The visitors leave the destination satisfied	- Perception of the monetary value - Willingness to come back to the destination - Proportion of visitors who are satisfied with their holiday experience	☐ Percentage of visitors evaluating their stay positively ☐ Percentage of critical evaluation is decreasing	Currently: - .... - .... Vision: - .... - ....
Unique selling proposition	The offer for the visitor is unique and differs from others. The majority of visitor experiences is distinctly different from other destinations	- Local products - USP - The destination's USP is promoted and experienced by the visitors	☐ Number of offers and events promoting local products is increasing ☐ Offers with a USP ☐ The majority of visitors is able to name some unique products and aspects of the USP ☐ The USP is clearly marketed with related promotion material	Currently: - .... - .... - .... - .... Vision: - .... - .... - .... - ....
Inclusive offers	The number of products/ offers for handicapped and disabled visitors is increasing	- Bookable offers for the target group of handicapped and disabled visitors	☐ Number of inclusive tourism products	Currently: - .... Vision: - ....

| Improved infrastructure for outdoor recreation in the tourism destination | The number of infrastructure for main outdoor recreation activities are monitored, maintained, and in a good condition | - Quantity of infrastructure for outdoor recreation activities
- Quality of the main infrastructure for tourists' outdoor recreation activities | ☐ Number of cycling trails
☐ Number of hiking trails
☐ Number of adventure paths
☐ Number of guest guiding systems[22]
☐ Number of water sport opportunities
☐ Others[23]
☐ Number of packages for nature based tourism[24]
☐ Team or organisation to check and monitor the infrastructure
☐ Monitoring intervals/ periods
☐ Availability and amount of information on the local outdoor recreational offer[25]
☐ Existence of certified infrastructure[26] | Currently:
- ....
- ....
- ....
- ....
- ....
- ....
- ....
- ....
- ....
- ....
- ....

Vision:
- ....
- ....
- ....
- ....
- ....
- ....
- ....
- ....
- .... |
| Attractive infrastructure for the tourists' outdoor experience and environmental education | The offers for tourists to experience nature are diverse and up-to-date | - Availability of different offers | ☐ Number of information centres
☐ Number of viewing platforms
☐ Number of educational trails
☐ Number of guest guiding systems
☐ Others[27] | Currently:
- ....
- ....
- ....
Vision:
- ....
- ....
- .... |

[22] E.g. audio guides, information boards, guided tours

[23] Specific offers to be defined by the respective destination and integrated in their monitoring, e.g. horseback riding

[24] Special tourist offers, including offers combining outdoor experience with overnight stays in a package

[25] E.g. brochures, Internet presence, folders, information centres

[26] E.g. premium trails or certified educational infrastructure

[27] To be defined by the respective destination and included in their monitoring scheme

Recommen-dation	The majority of visitors would recommend the destination to others	- USP is experienced by the clients - Share of visitors who believe they had a remarkable experience linked to the destination	☐ Percentage of visitors who believe they had a remarkable experience linked to the territory and its typical products ☐ Percentage of visitors who came by recommendation	Currently: - .... - .... Vision: - .... - ....

4.4 Monitoring

The checklist in chapter 4.3 may be reused during the project and beyond to measure the destination's progress in an easy and affordable way, enabling you to take measures when/ where necessary.

Table 20: Example Using Selected Indicators for a Long Term Monitoring

Indicator	2017	2019	2020
☐ number of inclusive tourism products	Currently: - ...2 Vision 2-4	- ...3 Vision 2-4	- ...4 Vision 2- 5

All these steps, from the awareness raising to the self-assessment, the definition of visions, and the final monitoring process help tackling specific place-based challenges and facilitate the elaboration of tailor-made solutions. Improved stakeholder capacities will foster the knowledge-based operation of the destinations.

As a "cookbook" comprising various "ingredients" of sustainable tourism development, the provided self-assessment manual can also be utilised by all partners and other regions to update or create policies after the project closure.

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Annex: Templates

Table 1: Description of the Region

Please describe the following aspects of your region	
Name of the region	
Definition of the target area	Please provide a map in the attachment and explain the main reasons for the defined target area and your destination:
coverage (km^2) of the region	
Demographic statistics	Total population: Population change in the past 10 years:
Main touristic hotspots	
Involved stakeholders and their background	

Templates 4.1 Awareness Raising

*Table 3: **Destination Strategy, Cooperation and Management Structure***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	The Members of the assessment team agree on the overall goal and support the desired conditions
Strategy	The region has a strategic concept for tourism including sustainability goals	☐ yes ☐ partly yes ☐ no Comments:
Sustainability goals	Sustainability goals are supported by the communities and/ or regional governments and communicated	☐ yes ☐ partly yes ☐ no Comments:
Destination management	In the destination there is an organisation which serves as a connector between different stakeholders, groups, and local organisations. The role and importance of destination leadership is clear	☐ yes ☐ partly yes ☐ no Comments:
Destination initiatives	With commonly organized events and presentations at fairs, the DMO contributes to the cooperation and its visibility	☐ yes ☐ partly yes ☐ no Comments:
Destination learning	The DMO[28] provides together with other institutions educational and learning offers for its members. The DMO strengthens the local network	☐ yes ☐ partly yes ☐ no Comments:

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[28] Or similar structures (cooperating partners or other leading organisations)

*Table 4: **Environment and Land Use Heritage***

*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	The Members of the assessment team agree on the overall goal and support the desired conditions
Protection of natural resources	The number and quality of natural areas are maintained and related information is provided	☐ yes ☐ partly yes ☐ no Comments:
Protection of natural resources	Habitats for species of national and/ or European importance are maintained and measures undertaken to increase the public awareness	☐ yes ☐ partly yes ☐ no Comments:
Protection of natural resources and land use heritage	The cultural landscape and its diversity are maintained	☐ yes ☐ partly yes ☐ no Comments:
Reduce resource consumption	Tourism contributes to save energy and environmental resources	☐ yes ☐ partly yes ☐ no Comments:
Climate change adaptation and sustainable mobility	Tourism contributes to strengthen climate change adaptation and environment-friendly mobility	☐ yes ☐ partly yes ☐ no Comments:
Climate change risk avoidance	Tourism infrastructure considers possible risks due to climate change	☐ yes ☐ partly yes ☐ no Comments:

Table 5: **Socio-Economic Benefits and Regional Development**

*(Indicators: **black**=mandatory; red=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	The Members of the assessment team agree on the overall goal and support the desired conditions
Economic benefits	The duration of visitor stays increases and contributes to community income	☐ yes ☐ partly yes ☐ no Comments:
Reduction of seasonality	Tourism provides increasing job opportunities with decreasing seasonality	☐ yes ☐ partly yes ☐ no Comments:
Tourist's expenses	A large variety of opportunities for the tourists to spend their money (food, tours, services, infrastructure)	☐ yes ☐ partly yes ☐ no Comments:
Gentrification	Tourism contributes to the local economy and is dominated by private ownership of entities used by tourists	☐ yes ☐ partly yes ☐ no Comments:
Availability and quality of services	Tourism supports local infrastructure and services	☐ yes ☐ partly yes ☐ no Comments:

Table 6: **Socio-Cultural and Built Heritage**

*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	The Members of the assessment team agree on the overall goal and support the desired conditions
Maintenance and awareness of cultural heritage	The cultural heritage is well-known and its crucial parts are well maintained, including tangible and intangible aspects	☐ yes ☐ partly yes ☐ no Comments:
Local food	The local gastronomy provides a share of local specialities	☐ yes ☐ partly yes ☐ no Comments:
Built heritage	Typical local buildings are not demolished but maintained, restored, and reused for residential or commercial purposes	☐ yes ☐ partly yes ☐ no Comments:
Awareness and use level	All cultural hotspots are highly visited	☐ yes ☐ partly yes ☐ no Comments:
Contribution	The tourism taxes contribute to the organization of events	☐ yes ☐ partly yes ☐ no Comments:
Gender issues	The share of men and women employed in tourism is equal/ similar	☐ yes ☐ partly yes ☐ no Comments:
Security	The crime rate is not influenced by tourism	☐ yes ☐ partly yes ☐ no Comments:
Socio-cultural disturbance	The share of visitors in relation to the local residents is perceived as adequate	☐ yes ☐ partly yes ☐ no Comments:
Gentrification	Effects by gentrification such as increasing number of second homes or increasing costs for homes are limited	☐ yes ☐ partly yes ☐ no Comments:

Overall goals	Desired conditions	The Members of the assessment team agree on the overall goal and support the desired conditions
Perception of cultural impacts	The majority of visitors believes that they are not impacting the destination identity	☐ yes ☐ partly yes ☐ no Comments:

Table 7: ***Quality of Visitor Experiences and Product Development***

(Indicators: **black**=*mandatory;* red=*alternative indicators, select one;* green= *optional indicators)*

Overall goals	Desired conditions	The Members of the assessment team agree on the overall goal and support the desired conditions
Visitor satisfaction	The visitors leave the destination satisfied	☐ yes ☐ partly yes ☐ no Comments:
Unique selling proposition	The offer for the visitor is unique and differs from others. The majority of visitor experiences is distinctly different from other destinations	☐ yes ☐ partly yes ☐ no Comments:
Inclusive offers	The number of products/ offers for handicapped and disabled visitors is increasing	☐ yes ☐ partly yes ☐ no Comments:
Improved infrastructure for outdoor recreation in the tourism destination	The number of infrastructure for main outdoor recreation activities are monitored, maintained, and in a good condition	☐ yes ☐ partly yes ☐ no Comments:
Attractive infrastructure for the tourists' outdoor experience and environmental education	The offers for tourists to experience nature are diverse and up-to-date	☐ yes ☐ partly yes ☐ no Comments:
Recommen-dation	The majority of visitors would recommend the destination to others	☐ yes ☐ partly yes ☐ no Comments:

Templates 4.2 Analysis of Strengths and Weaknesses

Regarding the scope „*Strategy, Cooperation and Management Structure"* our region belongs to the following category (Please select the applying section 😊, 😐 or 🙁 and fill in the main reason for your decision based on table 3).

*Table 9: Self-Evaluation of **Destination Strategy, Cooperation and Management Structure***

😊	
😐	
🙁	

Regarding the scope *„Self – Evaluation of Environment and Land Use Heritage"* our region belongs to the following category (Please select the applying section 🙂, 😐 or ☹ and fill in the main reason for your decision based on table 4)

*Table 10: Self-Evaluation of **Environment and Land Use Heritage***

🙂	
😐	
☹	

Regarding the scope „*Self – Evaluation of Socio – Economic Benefits and Regional Development* ” our region belongs to the following category (Please select the applying section 🙂, 😐 or ☹ and fill in the main reason for your decision based on table 5)

Table 11: Self-Evaluation of **Socio-Economic Benefits and Regional Development**

🙂	
😐	
☹	

Regarding the scope „*Self – Evaluation of Socio – Cultural and Built Heritage"* our region belongs to the following category (Please select the applying section 😊, 😐 or 🙁 and fill in the main reason for your decision based on table 6).

*Table 12: Self-Evaluation of **Socio-Cultural and Built Heritage***

😊	
😐	
🙁	

Regarding the scope „*Self – Evaluation of Visitor Experiences and Product Development"* our region belongs to the following category (Please select the applying section 🙂, 😐 or ☹ and fill in the main reason for your decision based on table 7).

*Table 13: Self-Evaluation of **Quality of Visitor Experiences and Product Development***

🙂	
😐	
☹	

Templates 4.3 Strategy and Vision

*Table 15: Defining a Vision and Achievable Goals – **Destination Strategy, Cooperation and Management Structure***

*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Sustainability goals	Sustainability goals are supported by the communities and/ or regional governments and communicated	- Commonly agreed mission - Published cooperation goals, transparent for the public and communicated	☐ Existence of a mission statement, published in a flyer/ folder or on a common website	Currently: - .... Vision: - ....
Destination initiatives	With commonly organized events and presentations at fairs, the DMO contributes to the cooperation and its visibility	- Local co-organized events - Participation at a fair	☐ Number of joined events ☐ Number of presentations at fairs	Currently: - .... - .... Vision: - .... - ....
Destination learning	The DMO[29] provides together with other institutions educational and learning offers for its members. The DMO strengthens the local network	- Organized or co-organized offers for qualification and learning	☐ Number of offers for learning and qualification in tourism ☐ Network for exchange and learning	Currently: - .... - .... Vision: - .... - ....

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[29] Or similar structures (cooperating partners or other leading organisations)

*Table 16: Defining a Vision and Achievable Goals – **Environment and Land Use Heritage***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Reduce resource consumption	Tourism contributes to save energy and environmental resources	- Environmental certification - Water clearing	☐ Percentage of enterprises with environmental certification ☐ Percentage of large tourism enterprises[30] connected to a sewage water treatment	Currently: - .... - .... Vision: - .... - ....
Climate change adaptation and sustainable mobility	Tourism contributes to strengthen climate change adaptation and environment-friendly mobility	- Use of renewable energy in tourism - Availability of tourism products based on environment-friendly transportation (bikes, boats or public transport)	☐ Percentage of enterprises with significant solar and photovoltaic[31] panels ☐ Number of significant[32] tourism products based on bikes, boats or public transport	Currently: - .... - .... Vision: - .... - ....
Climate change risk avoidance	Tourism infrastructure considers possible risks due to climate change	- Tourism infrastructure (existing and planned) inside of endangered areas	☐ Percentage of tourism developments located in endangered zones (e.g. flooding)	Currently: - .... Vision: - ....

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[30] Alternatively, communities which are connected to a sewage water treatment

[31] More than 25 m²

[32] The significance depends on the frequency with which the offer is used. Scarcely or irregularly used offers should not be included.

*Table 17: Defining a Vision and Achievable Goals – **Socio-Economic Benefits and Regional Development***

*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Economic benefits	The duration of visitor stays increases and contributes to community income	- Average number of nights stayed	☐ Overnight stays in the annual average ☐ Overnight stays in different seasons[33] ☐ Percentage of community income derived from tourism	Currently: - .... - .... - .... Vision: - .... - .... - ....
Reduction of seasonality	Tourism provides increasing job opportunities with decreasing seasonality	- Employment rate in tourism - Ratio of tourism employment to total employment - Incoming employees - Occupation rate - Extension of the high season	☐ Percentage of full-time jobs in tourism ☐ Percentage of part-time jobs in tourism ☐ Percentage of incoming/ seasonal employees in tourism ☐ Ratio of tourism employment to total employment ☐ Average occupation rate in percent ☐ Average occupation rate in the low season in percent ☐ Number of days that can be classified as high season (based on the average occupation rate)	Currently: - .... - .... - .... - .... - .... - .... - .... Vision: - .... - .... - .... - .... - .... - .... - ....

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[33] Division into seasons to be defined

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Tourist's expenses	A large variety of opportunities for the tourists to spend their money (food, tours, services, infrastructure)	- Expenses per visitor	☐ Expenses per visitor per day ☐ Expenses per visitor in different seasons	Currently: - .... - .... Vision: - .... - ....
Availability and quality of services	Tourism supports local infrastructure and services	- Share of all year round operating services and shops - Promotion and information material to promote local products and services	☐ Percentage of shops and services open all year round ☐ Provision of promotional material	Currently: - .... - .... Vision: - .... - ....

*Table 18: Defining a Vision and Achievable Goals – **Socio-Cultural and Built Heritage***
*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; **green**= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Local food	The local gastronomy provides a share of local specialities	- Local food specialities	☐ Percentage of restaurants and hotels offering local specialities	Currently: - .... Vision: - ....
Awareness and use level	All cultural hotspots are highly visited	- Spatial distribution of visitations	☐ Number of different guided tours on cultural heritage	Currently: - .... Vision - ....
Contribution	The tourism taxes contribute to the organization of events	- Support by tourism tax	☐ Percentage of tourism taxes invested in culture (events, buildings)	Currently: - .... Vision: - ....
Security	The crime rate is not influenced by tourism	Tourists involved in crimes	☐ Number of reported victims who are tourists ☐ Tourists' perception of danger	Currently: - .... - .... Vision: - .... - ....
Socio-cultural disturbance	The share of visitors in relation to the local residents is perceived as adequate	- Balance between visitors and residents	☐ Ratio of tourists to residents on average ☐ Ratio of tourist to residents at peak times ☐ Days in the main season with crowding effects	Currently: - .... - .... - .... Vision: - .... - .... - ....
Perception of cultural impacts	The majority of visitors believes that they are not impacting the destination identity	- Visitors' perception of cultural impacts	☐ Percentage of positive statements	Currently: - .... Vision: - ....

*Table 19: Defining a Vision and Achievable Goals – **Quality of Visitor Experiences and Product Development***

*(Indicators: **black**=mandatory; **red**=alternative indicators, select one; green= optional indicators)*

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Visitor satisfaction	The visitors leave the destination satisfied	- Perception of the monetary value - Willingness to come back to the destination - Proportion of visitors who are satisfied with their holiday experience	☐ Percentage of visitors evaluating their stay positively ☐ Percentage of critical evaluation is decreasing	Currently: - .... - .... Vision: - .... - ....
Unique selling proposition	The offer for the visitor is unique and differs from others. The majority of visitor experiences is distinctly different from other destinations	- Local products - USP - The destination's USP is promoted and experienced by the visitors	☐ Number of offers and events promoting local products is increasing ☐ Offers with a USP ☐ The majority of visitors is able to name some unique products and aspects of the USP ☐ The USP is clearly marketed with related promotion material	Currently: - .... - .... - .... - .... Vision: - .... - .... - .... - ....
Inclusive offers	The number of products/ offers for handicapped and disabled visitors is increasing	- Bookable offers for the target group of handicapped and disabled visitors	☐ Number of inclusive tourism products	Currently: - .... Vision: - ....

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Improved infrastructure for outdoor recreation in the tourism destination	The number of infrastructure for main outdoor recreation activities are monitored, maintained, and in a good condition	- Quantity of infrastructure for outdoor recreation activities - Quality of the main infrastructure for tourists' outdoor recreation activities	☐ Number of cycling trails ☐ Number of hiking trails ☐ Number of adventure paths ☐ Number of guest guiding systems[34] ☐ Number of water sport opportunities ☐ Others[35] ☐ Number of packages for nature based tourism[36] ☐ Team or organisation to check and monitor the infrastructure ☐ Monitoring intervals/ periods ☐ Availability and amount of information on the local outdoor recreational offer[37] ☐ Existence of certified infrastructure[38]	Currently: - .... - .... - .... - .... - .... - .... - .... - .... - .... - .... - .... Vision: - .... - .... - .... - .... - .... - .... - .... - .... - .... - ....

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[34] E.g. audio guides, information boards, guided tours

[35] Specific offers to be defined by the respective destination and integrated in their monitoring, e.g. horseback riding

[36] Special tourist offers, including offers combining outdoor experience with overnight stays in a package

[37] E.g. brochures, Internet presence, folders, information centres

[38] E.g. premium trails or certified educational infrastructure

Overall goals	Desired conditions	Criteria	Indicators	Vision Range
Attractive infrastructure for the tourists' outdoor experience and environmental education	The offers for tourists to experience nature are diverse and up-to-date	- Availability of different offers	☐ Number of information centres ☐ Number of viewing platforms ☐ Number of educational trails ☐ Number of guest guiding systems ☐ Others[39]	Currently: - .... - .... - .... Vision: - .... - .... - ....
Recommen-dation	The majority of visitors would recommend the destination to others	- USP is experienced by the clients - Share of visitors who believe they had a remarkable experience linked to the destination	☐ Percentage of visitors who believe they had a remarkable experience linked to the territory and its typical products ☐ Percentage of visitors who came by recommendation	Currently: - .... - .... Vision: - .... - ....

[39] To be defined by the respective destination and included in their monitoring scheme