

ANNEX 1. RESULTS OF SWOT ANALYSIS

FINANCIAL AND ECONOMIC ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Socio-economic sustainability	Stralsund manages to maintain its population stable and even slightly increasing	Slight yet steady depopulation continues in the peripheral areas of Vorpommern-Rügen	Stralsund upkeep its traditional role as the engine of the regional economy	According to the forecast, 36.5% of people in Vorpommern-Rügen will be over the age of 67 by 2040
Economy	The western part of the Vorpommern-Rügen district benefits from its proximity to the Regiopole Rostock with its diverse economic opportunities	On the scale of the federal state of Mecklenburg-Western Pomerania, the Vorpommern-Rügen district is one of the poorest in terms of GDP per capita	Island of Rügen with the adjacent coastal areas have evolved into some of the most popular seaside holiday destinations in Germany	Island of Rügen and the nearby coastal areas turn into second-home resorts void of almost any lasting socio-economic activities except summer months
Heritage tourism sector	With regeneration efforts, the historic core of the city has recovered its historical outlook and heritage tourism appeal	The municipality doesn't put many efforts in making the city core more attractive for tourists	An EU or a federal financing programme for heritage reconstruction and conservation continued based on previous success	Shifting tourist profiles and demand towards 'new seaside crowds', reduces the revenues from heritage, urban and nature tourism
Tourism competitiveness	Not only is the widest choice of accommodation in Sassnitz compared to other coastal South Baltic World Heritage tourism destinations, but also the broadest range of prices	In downtown Stralsund, it is impossible to find a room for less than € 50 a night on the booking.com platform on the Internet.	The demand for Stralsund and Rügen as attractive seaside destinations for the German-speaking part of Europe continues to grow, especially in the times of economic uncertainty	Rising energy and transport prices due to extra costs of a carbon-neutral economy cause the price spike in the tourism sector of Vorpommern-Rügen

LEGAL AND REGULATORY ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Historical legacy	A long history of nature conservation of the Jasmund Peninsula on the Island of Rügen	Stralsund never succeeded to gain the legal status of a Free City, enjoyed by Lübeck or Hamburg	The legacy of the Hanseatic period persists, and former Hanseatic cities cherish it throughout Europe	Declining cross-border cooperation with Polish Western Pomerania due to rising nationalism in Poland
Legacy of GDR	The Jasmund National Park was created as part of the GDR national park programme by the last government of East Germany in 1990	After the Second World War, Stralsund and Rügen became part of the Soviet Occupation Zone in Germany in 1945 which hindered democratic and civic development	'Vorpommersche Bodden-Landschaft' National Park and a Biosphere Reserve Southeast Rügen were also created as part of the GDR national park programme increasing opportunities for sustainable tourism	Extreme political forces of both wings (The Left and AfD) get the majority in the Landtag of Mecklenburg-Western Pomerania and build a Europe-sceptical coalition

Legal and management aspects of heritage conservation	Both World Heritage sites enjoy protection in their entirety according to the UNESCO regulations and laws of the federal state	Too lengthy procedures of getting permits for new HORECA development projects in the World Heritage core zone	The constructors of the new bridge to the Island of Rügen closely worked with UNESCO setting a quality benchmark and providing a good example to pursue	The area is susceptible to visual disruption by an eventual large-scale new infrastructure development
Eventual legal and administrative development	The city's main statutes embody the World Heritage Advisory Board. Thus it has a legal status	There is no World Heritage Advisory Board with a legal status at the Jasmund National Park	In 2011, Stralsund, Rügen and Northwest Pomerania merged into a larger district of Vorpommern-Rügen	Municipality councils vote to disrespect conservation restrictions as preventing infrastructure development ('the Dresden case')
Designations facilitating sustainable tourism	In 2016, Stralsund received the status of 'state-designated leisure resort'. Benchmarking systems facilitate sustainable tourism development in Stralsund	Low interest of the majority of HORECA businesses in any kind of designations or service quality benchmarking systems	Local-level development centres of Vorpommern-Rügen are state-designated health or seaside resorts providing opportunities for sustainable wellness and wellbeing tourism services	A sharp decline of interest and/or commitment of the HORECA businesses and customers in health-resort, wellbeing, sustainability or heritage designation due to 'concept inflation'

ORGANISATIONAL AND INSTITUTIONAL ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Organisational framework	The geographical proximity and territorial integration of two UNESCO-listed sites	The municipality doesn't regard Stralsund as a tourist destination of its kind	Vorpommern-Rügen is a member of the transnational federation of the Euroregion Pomerania	EU co-operation and regional development programmes stop supporting tourism-related projects
Institutional framework	In 2003, one year after UNESCO-listing, the World Heritage Advisory Board was appointed by the mayor	HORECA businesses are not institutionally involved in the work of the municipal World Heritage Advisory Board	Grass root initiatives to promote maritime heritage conservation and use for sustainable tourism (e.g. Germany's Tall-Ship Friends club)	The population of Western Pomerania drops by more than forecasted leading to a gradual dysfunctionality of the institutions
Institutional role of the traditional tourism sector	Tourism is one of the industries in Vorpommern-Rügen with a long history and deep regional roots	Stralsund as a destination of its kind has no more profound tourism traditions	Good opportunities for building a synergy with hinterland (manors and palaces listed as cultural heritage properties)	Sharper than forecasted ageing and depopulation in rural areas causing labour shortages and loss of high-quality rural tourism
Institutional role of the heritage tourism sector	The municipality involves local and external experts ensuring heritage integrity into urban planning practice	Stralsund inhabitants don't need employment in the tourism sector too much	Stralsund and Jasmund function not only as tourism centres of their kind but also as an attractive hinterland for the seaside resorts	Low added value heritage tourism development due to the brain drain of skilled professionals from the low-paid tourism sector
Coordination of World Heritage property management	Both Stralsund municipality and Jasmund National Park have coordinators for the World Heritage property management	Congestion problems in the Historic Centre of Stralsund during the peak season caused by the bad parking situation for daily visitors	Parking infrastructure upgrading projects in the World Heritage buffer zone aimed to resolve the congestion problems	Loss of control over tourist flows with the upward spiralling popularity of Northwest Pomerania as a tourist destination

Provision of information and education to visitors	Both Stralsund municipality and Jasmund National Park have active visitor centres providing information and knowledge to visitors	More precise data of the visitor profile at the Jasmund National Park is missing and needs additional studies	Further development of ICT technologies for the visitor-tailored interactive provision of knowledge about the World Heritage	The decline of interest in learning and knowledge about cultural and nature heritage in the age of information 'fast-food'
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DESTINATION MARKETING ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Marketing potential of the Outstanding Universal Value	The largest contiguous ancient beech forest on the Baltic Sea coast with extraordinary biodiversity. The Historic Centre of Stralsund is the best-preserved example of a Baltic (Wendic) Hanseatic town	A minimal awareness and knowledge of the visitors about the UNESCO World Heritage and the Outstanding Universal Value of both Stralsund and Jasmund	Dedicated investments into tourism infrastructure development aiming at interest and educate visitors in the Outstanding Universal Value of the World Heritage	Disease or pest invasion (e.g., beech bark disease) damaging the ancient beech forests of Jasmund. A devastating fire in the Historic Centre of Stralsund
Destination marketing based on the USP	The political importance of medieval Stralsund, diverse coastal landscapes of Germany's largest island and the highest chalk cliffs	The World Heritage designation is supposed to be related to the tourist appeal of the site, and in case of Stralsund, it is not.	Stralsund and Sassnitz join the Cittaslow (international movement of 'slow cities') emphasising health, well-being and heritage tourism	Nearshore or offshore environmental disaster (oil spill, algal boom etc.) spoiling the image of the destination
Destination marketing based on other outstanding features	Most popular beaches in Vorpommern-Rügen are still not privatised. The period of Swedish rule left many impressive Baroque buildings throughout the Historic Centre of Stralsund	UNESCO World Heritage designation does not play a significant role in attracting tourists to Stralsund or Jasmund	In 2010 the Ozeaneum was awarded the prize of the European Museum of the Year. Such achievements in the future could enhance destination visibility and marketing	Shifting tourist profiles towards 'new seaside crowds' and growing demand for more 'sun-sand-sea' reduces interest in heritage, urban and/or nature tourism
Events and festivals as heritage brands	The annual Wallenstein Days festival in Stralsund celebrate the retreat of Imperial troops in 1628	The average duration of stay of tourists in Stralsund is very short hovering around 2.2 to 2.3 nights	External (EU, federal) support for positioning of Stralsund as a World-Heritage-themed event city	Events and festivals from heritage celebrations turn into 'flea fairs' for cheap imported 'quasi-souvenirs'
Value for money	In Sassnitz, there are plenty of different accommodation choices, however, geared towards the higher end	Only affluent visitors from Scandinavia can afford to spend a few nights and days in the pricey hotels in downtown Stralsund	Over 80% of tourists visiting Vorpommern-Rügen are affluent or retired German-speaking ones ('silver tourism')	The weakened Swedish crown and/or Swiss franc cause the price spike in the tourism sector of Vorpommern-Rügen as a tourist destination

Care for the quality of the tourist offer	The Stralsund Tourism Board takes dedicated care for the quality of the tourist offer	The harbour bars and restaurants favour groups and coach tours over couples	Stralsund is the main port for river cruise ships in Mecklenburg-Pomerania	Further erosion or loss of traditional rural life, making the hinterland heritage tourism a 'missing link'
Care for visitor satisfaction	Visitor satisfaction is measured by the Stralsund Tourism Board every year in a structured way	Complaints about lousy service, particularly in the peak season, no English menus and preference for cash	Tourism growth in Jasmund and Stralsund is in line with the tourism upheaval in Mecklenburg-Western Pomerania	Further emigration of the population, especially older residents, to the cities hinders the HORECA sector viability
Heritage tourism marketing innovations	Rügen is well-positioned to cater for World Heritage tourist interests, e.g. an educational tree-top walk tower of the beech forest	Stralsund Tourism Board has no plan for innovative heritage tourism offer development and marketing	Young professionals, graduates from higher education programmes in tourism are open to innovations	Ageing professionals in the HORECA sector are less receptive of tourism marketing innovations
Connectivity	Railway to Rostock, Greifswald, Berlin and Szczecin. A20 motorway to Berlin and Hamburg	No airport in the vicinity with regular flight connections	The Port of Mukran (Sassnitz) offers ideal conditions and development opportunities for maritime ferry liners and oceanic cruise ships	Ferry tourism between Mukran and Scandinavia declines and completely disappears between Mukran and the Baltic States and Russia
Heritage tourism product development	Stralsund Brewery (Brau-manufaktur) beer-tasting tour is one of the most popular attractions for tourists in the Historic Centre	Stralsund Tourism Board is not working according to any specific method or process on heritage tourism product development	Available external support opportunities for start-ups and business incubators in ICT-based heritage tourism product development	Struggle among significant stakeholders over destination marketing priorities and messages
Seasonality	The pattern of tourism seasonality is rather satisfactory in Stralsund	The pattern of tourism seasonality is not satisfactory in Jasmund	Increasing demand from the 'silver tourists' for off-season convalescence in the health resorts and an interest in heritage tourism	A decrease in overnight stays in Stralsund with an even more significant prevalence of daily visitors

ANNEX 2. ESSENTIAL INSTITUTIONAL ACTORS IN NORTHWEST POMERANIA RELEVANT FOR SUSTAINABLE HERITAGE TOURISM IN STRALSUND AND JASMUND NATIONAL PARK

1. **M-V Federal State Government** is a supreme decision-making, governance and strategic planning body in the Federal State of Mecklenburg – Western Pomerania. Several ministries of the Federal State Government are dealing with matters pertinent to planning, protection and sustainable management of the UNESCO World Heritage sites: Ministry of Education, Science and Culture (cultural heritage conservation), Ministry of Agriculture and Environment (natural heritage management), Ministry of Economy, Labour and Health (tourism development), Ministry of Energy, Infrastructure and Digitalization (spatial planning) (see also [regierung-mv.de](https://www.regierung-mv.de)).
2. **The Parliamentary State Secretary for Western Pomerania** supports the Minister-President of the Federal State Government of Mecklenburg – Western Pomerania in fulfilling her governmental duties in Western Pomerania, including any matters related to cultural and natural heritage conservation and management and its promotion. The office of the Parliamentary State Secretary for Western Pomerania is in Anklam.
3. **Mecklenburg – Western Pomeranian Ministry of Economy, Labour and Health** shapes the framework conditions for companies and is working to improve the economic structure in Mecklenburg – Western Pomerania with the healthcare industry, including seaside convalescence services, and tourism being among the priority sectors. Tourism policy and tourism promotion are among the core tasks of the ministry (see also [regierung-mv.de/Landesregierung/wm](https://www.regierung-mv.de/Landesregierung/wm)).
4. **Mecklenburg – Western Pomeranian Ministry of Energy, Infrastructure and Digitalization** arranges the regional development programme and helps regional planning associations to develop regional spatial development programmes. In spatial planning procedures, the ministry checks whether the objectives and principles of the spatial development programmes are actually complied with (see also [regierung-mv.de/Landesregierung/em](https://www.regierung-mv.de/Landesregierung/em)).
5. **Stralsund University of Applied Sciences** is a leading academic centre in a wide range of business-related research activities, particularly in sustainable tourism development, information technologies, and international cooperation in the Baltic Sea Region (see also [hochschule-stralsund.de/ws/forschung](https://www.hochschule-stralsund.de/ws/forschung)).
6. **Experts in coastal heritage and tourism management** with specific knowledge in coastal World Heritage of Northwest Pomerania as sustainable tourism assets are available at many German academic institutions, but many of them are members of EUCC-Germany, a nation-wide network of marine and coastal conservation and management experts located in Warnemünde (see also [eucc-d.de](https://www.eucc-d.de)).
7. **Regional Planning Association of Western Pomerania** is one of four regional planning associations that are responsible for regional planning in the Federal State of Mecklenburg – Western Pomerania. The Spatial and Regional Planning Office of Western Pomerania draws up the regional spatial development programme, updates it and facilitates its implementation. The Regional Planning Association of Western Pomerania is based in the Hanseatic city of Greifswald (see also [rpv-vorpommern.de](https://www.rpv-vorpommern.de)).
8. **Western Pomerania Council** is an advisory body comprising politicians and key institutional representatives from industry and academic, and cultural institutions. It advises the Parliamentary State Secretary for Western Pomerania in decision-making regarding the allocation of grants from Western Pomerania Fund. The fund is aimed to promote economic, social and cultural development, social cohesion and regional identity of Western Pomerania (see also [vorpommern-fonds.de](https://www.vorpommern-fonds.de)).
9. **Tourism Association Mecklenburg – Western Pomerania** is a framework body comprising seven regional tourism associations and a large number of clubs, local associations, municipalities and institutions aiming to promote all measures that can serve to maintain and develop tourism, including the tourist infrastructure in Mecklenburg-Western Pomerania (see also [tmv.de](https://www.tmv.de)).

10. **Vorpommern–Rügen County Administration** is a lower-regional level authority which is responsible, inter alia for the cultural monument protection, issuing of construction and reconstruction permits, as well as for environmental protection measures on the county level. The county administration is located in the Hanseatic city of Stralsund (see also lk-vr.de/Kreisverwaltung).
11. **Euroregion Pomerania** comprises German regions of Western Pomerania and Uckermark, Polish Voivodeship of West Pomerania, and Scania County in Sweden. It is an institutionalised framework of cross-border cooperation in the South Baltic Area (see also pomerania.org).

ANNEX 3. ACTORS IN THE NORTHWEST POMERANIA RELEVANT FOR SUSTAINABLE HERITAGE TOURISM IN STRALSUND CITY AND JASMUND NATIONAL PARK

MAIN HUMAN AND INSTITUTIONAL ACTORS (along with the multi-functional ones listed in Annex 2)

INTERNATIONAL ACTORS

1. **UNESCO World Heritage Centre.** Established in 1992 and located in Paris, the UNESCO World Heritage Centre is the focal point and coordinator within UNESCO for all matters related to World Heritage.
2. **Foreign tourists** (just 5% of the total visitor number) mostly (80%) come in summer months, but they tend to visit more places of interest while staying on Rugen Island than the German visitors. The majority of foreign seaside visitors come from Sweden (20 %), the Netherlands, Denmark and Switzerland (15 % each).

FEDERAL ACTORS

3. **Experts in World Heritage conservation** play an important role in proper maintenance and restoration of the Historic Centre of Stralsund. The municipality involves local and external experts who encourage consistency and appropriate solutions in building and town-planning practice (Architectural advisory board).
4. **Experts in coastal beech forest ecology** from various institutions: IUCN – International Union for Conservation of Nature, Greifswald and Rostock universities, Baltic Sea Research Institute in Warnemünde, the International Academy for Nature Conservation on Vilm Island (Rügen), WWF-Germany Baltic Sea Programme etc.
5. **German UNESCO World Heritage Sites** is an association of the German World Heritage Sites and the respective tourism organizations. The association was founded in Quedlinburg, Saxony-Anhalt in September 2001. This is also where the association's office is located: in the historic Palais Salfeld in Quedlinburg Old Town, UNESCO-listed in 1994.
6. **ICOMOS Germany** is the German National Committee of the International Council on Monuments and Sites (ICOMOS), a worldwide NGO for cultural heritage professionals, and a UNESCO advisory body for the cultural heritage and the World Heritage Convention.
7. **Jasmund National Park** created in 1990, became the smallest, but one of the most popular national parks in the entire country each year attracting ca. 1 million visitors. It manages an ancient beech forest on Rugen Island being part of the serial UNESCO World Heritage natural heritage property of Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe.
8. **Stiftung Deutsches Meeresmuseum.** The Foundation of German Oceanographic Museum owns and manages a series of the most popular museums and maritime education centres in Northwest Pomerania: Ozeaneum, Marine Museum and Naufineum (all in Stralsund) as well as Natureum in Darßler Ort.
9. **The German Foundation for Monument Protection** is a German private initiative founded in 1985 that works for the preservation of cultural heritage in Germany and to promote the idea of cultural

heritage management. It provides funding opportunities for cultural heritage monuments, including the ones in the Historic Centre of Stralsund.

10. **The German UNESCO Commission** is an intermediary for the Germany's foreign cultural and educational policy. Its work focuses on the promotion of high-quality and equitable education as well as the protection, preservation and sustainable management of the UNESCO cultural and natural World Heritage sites in the Federal Republic of Germany.
11. **The World Wildlife Fund of Germany (WWF-Germany)** is one of the richest private conservation organizations in the world. The Baltic Sea Centre of WWF-Germany is located in Stralsund. WWF-Germany is one of the owners of the *Nationalpark-Zentrum Königsstuhl Sassnitz GmbH*. It founded this unique information center in 2004 together with Sassnitz Municipality and the state of Mecklenburg – Western Pomerania and is still a partner.

FEDERAL STATE ACTORS

12. **State Office for Culture and Monument Conservation Mecklenburg – Western Pomerania** organizes the cooperation between the departments of state archaeology, state archive, state library and state monument conservation. The department for preservation of historical monuments is responsible as a specialist authority for research and conservation of architectural and artistic monuments.

MUNICIPAL ACTORS

13. **Stralsund City** is responsible for preserving the values of the Historic Centre of the Hanseatic City of Stralsund. The City also owns and manages some heritage assets, covers part of organisational expenses of the heritage-related festivals and fairs and is directly committed to their success. Stralsund City employs a **World Heritage coordinator**.
14. **The Königsstuhl National Park Centre** is the visitor centre for the Jasmund National Park on the German Baltic Sea island of Rügen. It was opened in 2004 and, with around 300,000 visitors per year and total number exceeding 4 million as of 2018, is one of the most popular national park centres in Germany. It highlights the heritage and ecological value of ancient and primeval beech forests.
15. **The Tourist Office in Stralsund** provides tourist information on World Heritage and facilitates private guided tours to the heritage sites and other tourist attractions. It also plays one of the key roles in the development of sustainable heritage tourism in Northwest Pomerania.
16. **The World Heritage Advisory Board** was appointed by the mayor of Stralsund in 2003 in order to advise citizens and the municipal administration in matters related to World Heritage. It consists of 15 members and meets once per month. The Advisory Board members represent various sectors like monument conservation, culture, politics, business, tourism, architecture, science, and church.
17. **HORECA service providers**. There are over 100 cafes and restaurants, as well as 16 hotels in the Historic Centre of Stralsund. However, HORECA sector until now hasn't seen enough value in the World Heritage status to develop new products and offers. Yet, up to 10 HORECA **companies** are interested in the development of a sustainable heritage tourism offer and contribute to the activity of the Advisory Council of World Heritage in Stralsund.
18. **Stralsund Museum** (until 2015: Cultural History Museum) is the oldest museum in Stralsund. It is located in a former monastery of the Dominicans, St. Catherine's Monastery. The museum, established in 1859 as Provincial Museum for New Western Pomerania and Rügen, hosts unique collections and houses permanent exhibitions and displays on different heritage-related topics.
19. **Heritage tour guides** (10 in both, Stralsund and Jasmund) are the main proliferators of knowledge about the Outstanding Universal Value of both Stralsund Historic Centre and Ancient Forests of Rügen to the groups of visitors which typically are not looking for such information on the internet – elderly visitors and schoolchildren.

20. **Real estate owners in the Historic Centre Stralsund** owning private property within the Historic Centre of Stralsund. Their maintenance is carried out under the supervision of experts in heritage conservation.
21. **Tourismusverband Insel Rügen e.V.** The Tourism Association Rügen Island is a local association of tourism service providers on Rügen and Hiddensee islands. It provides its members with marketing services, an interface and link between the tourist service providers, the municipalities and the political bodies, as well as targeted lobbying for all tourism service providers on Rügen Island on the district, state and federal levels.
22. **Ostseebad Sassnitz** is a state-recognized resort on the Baltic Sea. It is located on the Jasmund peninsula in the northeast of Rügen Island, and comprises the World Heritage property of ancient beech forests in the Jasmund National Park. The Stubbenkammer and Königsstuhl chalk cliff coast begins northeast of Sassnitz. The resort is also known for its period seaside resort architecture.
23. **Domestic visitors** comprise ca. 95% of the total number of visitors in both the Historic Centre of Stralsund and Jasmund National Park. The tourists and excursionists visiting Stralsund are on average 53 years old, which is higher than on average in Germany (45 years). Typically, the domestic visitors are couples or excursionists. Families with children visit Jasmund National Park and Stralsund (mainly Ozeaneum) during their summer seaside holidays in Northwest Pomerania.

MAIN NON-HUMAN ACTORS THAT ARE PART OF THE WORLD HERITAGE

24. **Merchant houses in the Historic Centre of Stralsund** follow the pattern originally developed in the 14th and 15th centuries that later became a characteristic feature of many Hanseatic towns. The pattern of the streets and many buildings is typical for a Medieval Hanseatic merchant city where houses of wealthy merchant families and guilds are lining the streets, the waterfront and the Old Market square.
25. **The ancient beech forest in Jasmund.** Currently, the ancient beech forests have survived only on 0.02% of their former habitat in Europe, including the last final patches of nature sanctuaries in a deeply hidden and remote Jasmund National Park. Within the 3,102-hectare area under conservation, the largest contiguous beech forest on the Baltic Sea coast covers 2,100 hectares. The predominant forest type is the Baltic wood barley beech forest, accompanied by orchid beech forests.
26. **The Artus Court.** The period of Swedish rule (1628-1814) left many impressive buildings throughout the Old Town of Stralsund. The front façade of the Artus Court of Stralsund is overlooking the Old Square. The Artus Court was rebuilt in 1702 in northern Baroque style, after the siege of Stralsund in 1678 and the fire of 1680.
27. **The hall house (Dielenhaus)** is one of the best-preserved Medieval commercial building types of the Hanseatic trading towns like Stralsund. Dielenhaus is a typical Gothic merchant's house from the 14th century. It consists of an open hallway on the ground floor (hence the name). There are storage rooms on the upper floors. From the spacious foyer, it was possible to transport goods by the goods lift for storage in the overlying warehouse. The hall house was extensively restored in the 1970s.
28. **The Hall of the Hanseatic City of Stralsund** represents the northern German Gothic brick style building whose construction dates back to the years 1300 to 1310. The building on the Old Market is considered one of the most important secular World Heritage buildings of the Baltic Sea Region and is also the landmark of the Hanseatic city of Stralsund. It is listed as number 10 in the list of monuments of the federal state of Mecklenburg – Western Pomerania based on its patrimonial significance.
29. **The Kütertor Gate** is one of the former ten impressive city gates of the Hanseatic city of Stralsund and one of the five landside gates of Stralsund city fortifications. In 1446, the Kütertor was rebuilt, acquiring its present outline. Only the Kütertor and the Kniepertor have been preserved until today.

30. **The Meyerfeld Palace**, also known as the Swedish Government Palace, similarly, was completed in 1730. The front façade is also overlooking the Old Square since it was built on a larger joined property instead of the former four Gothic gabled houses destroyed in the fire of 1680.
31. **The Old Market Square** with the Gothic Town Hall, which was the heart of the Old Town, was planned and developed between the late 13th century and late 15th century. Founded in the 13th century, the medieval city of Stralsund was a leading centre of the Wendic quarter of the Hanseatic League from the 13th to 15th centuries. In this way, Stralsund contributed to the development of the characteristic building types and techniques of Brick Gothic in the Baltic Sea Region, using fired brick.
32. **The St. James Church** in the Hanseatic City of Stralsund was first mentioned in 1303, making it the youngest of the three brick Gothic churches in the city. The church is a three-aisled, seven-aisle pillar basilica with a straight choir and a tower in the west. The rebuilding of the church tower began in the second half of the 15th century and was completed around 1488. It is currently used as a cultural church. Art fairs and special events take place there.
33. **The St. Mary's Church** in Stralsund is a three-nave church with a transept, a western pseudo-transept, an ambulatory and a chapel-wreath. The basilica at the New Market was first mentioned in 1298. It is the largest parish church in the Hanseatic city of Stralsund considered a masterpiece of late Gothic in Central Europe. The 104-meter high tower of St. Mary's Church offers a view of Stralsund, the surrounding area and the hinterland.
34. **The St. Nicholas' Church**, constructed in 1270–1360, soars behind the Town Hall. It is the oldest of the three major parish churches of the Hanseatic city of Stralsund. It was first mentioned in documents in 1276 named after Nicholas of Myra, the patron saint of sailors. The church is 103 meters (southern tower) tall, which is a bit lower than the St. Mary's Church on the New Market. The total length of the St. Nicholas Church is 87 meters; the height of the central nave is 29 meters.
35. **The Wulflam House** is a 14th-century merchant house on the Old Market Square in Stralsund. It is attributed to the North German brick Gothic and is one of the best-preserved merchant houses of late Gothic in northern Germany. The building was commissioned by the then councillor and later mayor of Stralsund Bertram Wulflam. He had this house opposite the Stralsund town hall built before 1358. Inside the house, wall paintings from the 15th century have been preserved.

MAIN NON-HUMAN ACTORS THAT BUILD SYNERGIES WITH THE WORLD HERITAGE:

36. **Biodiversity on Jasmund**. Due to the complex interactions between climate, landscape and soil, Jasmund National Park exhibits an extraordinarily broad range of habitats. The beech forests themselves inhabit a wide range of nutrient-poor to nutrient-rich and dry to damp sites on limestone and glacial deposits, in many different variants. The limestone cliff face is a breeding ground for peregrine falcons and other birds. The white-tailed eagle also regularly breeds here.
37. **Management plans for the World Heritage properties**. Both World Heritage sites enjoy protection in their entirety according to the UNESCO regulations and laws of Mecklenburg – Western Pomerania. Both Stralsund municipality and Jasmund National Park have mandatory management plans, which are updated regularly and include provisions and responsibilities for their conservation and tourism development.
38. **NATURA 2000 management plans** are currently being developed for Natura 2000 areas in the area of responsibility of the National Park Office in Western Pomerania. The planning is carried out with the participation of the public and is divided into 2 essential planning sections: I. Nature conservation basics and II. Consensus-based definition and preparation of measures.
39. **The annual Wallenstein Days festival** in Stralsund celebrates the retreat of Imperial troops in 1628. Every year Stralsund inhabitants commemorate and celebrate their successful resistance to the siege of the imperial troops under the leadership of Albrecht von Wallenstein. Visitors can travel back in time to the age of the Thirty Years' War and enjoy historical spectacles as well as the colourful festival with traders, craftsmen, parties, pageants, jugglers and singing.

40. **The highest white chalk cliffs in the Baltic Sea Region** is the best-known feature of Jasmund National Park. The Königsstuhl ('king's chair' in German) is the highest cliff, which is currently 118 m above sea level. These cliffs are bright-white, looking particularly appealing in the sunshine and from the Baltic Sea. The whole coast is named Stubbenkammer and is well-adjusted for visitors with the vantage point Victoria-Sicht, several staircases and a well-marked network of hiking trails.
41. **The Royal Ferry Line** (the Sassnitz – Trelleborg route) is well known to Swedish tourists: with a crossing time of not quite four hours, it provides the shortest direct ferry link from Germany to Sweden. The Swedish King Gustav V and the German Emperor Wilhelm II opened **the Royal Line** on July 6, 1909. Remarkably, the line became the most successful ferry service in the Baltic Sea and functioned even in spite of the Iron Curtain connecting Sweden and East Germany from 1950 to 1990.
42. **The Rügen Bridge**. It is one of the longest bridge structures in Germany completed in October 2007. For aesthetic reasons, a more expensive cable-stayed bridge was preferred over other variants. The church towers of the neighbouring historic Stralsund Old Town (UNESCO World Heritage) are dominated by the pylons of the bridge.

INTANGIBLE ACTORS

43. **Hanseatic legacy**. The Lübeck law was awarded to Stralow in 1234. Stralsund became a member of the European-wide Hanseatic League in 1293 and was one of the most authoritative members of its Wendic Chapter till the end of the 15th century. The legacy of the Hanseatic League and its period still persists in Europe, and former Hanseatic cities cherish it throughout Europe.
44. **Swedish legacy**. Sweden had been present in Pomerania since 1628 and from the Treaty of Westphalia signed in 1648, the King of Sweden became the feudal lord of Pomerania till 1815 with Swedish period leaving a rich architectural heritage of Nordic Baroque and Neoclassicism as well as other cultural legacy. Nowadays, 'Schwedenstraße' is a holiday route in Mecklenburg – Western Pomerania and Brandenburg with a cultural-historical theme of the Swedish Period (1630-1815).

ANNEX 4. OPTIMISTIC SCENARIO (REALISED OPPORTUNITIES), PESSIMISTIC SCENARIO (REALISED THREATS) AND REALISTIC SCENARIO (STRATEGY 'BUSINESS AS USUAL')

FINANCIAL AND ECONOMIC ASPECTS

OPTIMISTIC SCENARIO (REALISED OPPORTUNITIES)	PESSIMISTIC SCENARIO (REALISED THREATS)	REALISTIC SCENARIO (STRATEGY 'BUSINESS AS USUAL')
Socio-economic sustainability		
Stralsund upkeeps its traditional role as the engine of the regional economy	According to the forecast, 36.5% of people in Vorpommern-Rügen will be over the age of 67 by 2040	In spite of the rapid ageing of population, Stralsund will upkeep its traditional role as the engine of the regional economy
Economy		
Rügen Island with the adjacent coastal areas have evolved into some of the most popular seaside holiday destinations in Germany	Coastal areas turn into second-home resorts void of any lasting socio-economic activities except summer months	Rügen Island with the adjacent coastal areas will increase its role as the most popular seaside holiday destination in Germany
Heritage tourism sector		
An EU or a federal financing programme for heritage reconstruction and conservation continued based on previous success	Shifting tourist profiles and demand towards 'new seaside crowds', reduces the revenues from heritage, urban and nature tourism	Shifting tourist profiles and demand towards 'new seaside crowds', reduces the revenues from heritage, urban and nature tourism
Tourism competitiveness		
The demand for Stralsund and Rügen as attractive seaside destinations for the German-speaking part of Europe continues to grow in the times of uncertainty	Rising energy and transport prices due to extra costs of a carbon-neutral economy cause the price spike in the tourism sector of Vorpommern-Rügen	The demand for Stralsund and Rügen in the German-speaking part of Europe continues to grow, in the times of uncertainty

LEGAL AND REGULATORY ASPECTS

OPTIMISTIC SCENARIO (REALISED OPPORTUNITIES)	PESSIMISTIC SCENARIO (REALISED THREATS)	REALISTIC SCENARIO (STRATEGY 'BUSINESS AS USUAL')
Historical legacy		
The legacy of the Hanseatic period persists, and former Hanseatic cities cherish it throughout Europe	Declining cross-border cooperation with Polish Western Pomerania due to rising nationalism in Poland	The legacy of the Hanseatic period persists, but Hanseatic collaboration stagnates due to rising nationalism in Europe
Legacy of GDR		
'Vorpommersche Bodden-Landschaft' National Park and a Biosphere Reserve Southeast Rügen were also created as part of the GDR national park programme	Extreme political forces of both wings get the majority in the Landtag of Mecklenburg – Western Pomerania and build a Europe-sceptical coalition	'Ostalgia' becomes further blended with the Hanseatic, Swedish and Imperial legacy in Stralsund and on Rügen
Legal and management aspects of heritage conservation		
The constructors of the new bridge to the Rügen Island closely worked with UNESCO setting a quality benchmark and providing a good example to pursue	The area is susceptible to visual disruption by an eventual large-scale new infrastructure development	Stralsund and Sassnitz municipalities continue to showcase examples of a proper respect towards conservation restrictions and preventing infrastructure development intrusion into the conservation zones
In 2011, Stralsund, Rügen and Northwest Pomerania merged into a Vorpommern-Rügen	Municipality councils violate conservation restrictions as preventing infrastructure development	

ORGANISATIONAL AND INSTITUTIONAL ASPECTS

OPTIMISTIC SCENARIO (REALISED OPPORTUNITIES)	PESSIMISTIC SCENARIO (REALISED THREATS)	REALISTIC SCENARIO (STRATEGY 'BUSINESS AS USUAL')
Organisational framework		
Vorpommern-Rügen is a member of the transnational federation of the Euroregion Pomerania	EU Interregional co-operation and regional development programmes stop supporting tourism-related projects, except the cross-border ones	EU Interregional co-operation and regional development programmes stop supporting tourism-related projects, except the cross-border ones
Institutional framework		
Grass root initiatives to promote maritime heritage conservation and use for sustainable tourism	The population of Western Pomerania drops by more than forecasted leading to a gradual dysfunctionality of the institutions	Sharper than forecasted ageing and depopulation in Western Pomerania leads to labour force shortages, gradual dysfunctionality, and loss of high-quality tourism services, especially in Northwest Pomeranian rural areas
Good opportunities for building a synergy with hinterland (manors and palaces listed as cultural heritage properties)	Sharper than forecasted ageing and depopulation in rural areas causing labour shortages and loss of high-quality rural tourism	
Institutional role of the heritage tourism-related stakeholders		
Stralsund and Jasmund function not only as tourism centres of their kind but also as an attractive hinterland for the seaside resorts	Low added value heritage tourism development due to the brain drain of skilled professionals from the low-paid tourism sector	Stralsund and Jasmund function not only as tourism centres of their kind but also as an attractive hinterland for the seaside resorts
Coordination of sustainable World Heritage property management		
Parking infrastructure upgrading projects in the World Heritage buffer zone aimed to resolve the congestion problems	Loss of control over tourist flows with the upward spiralling popularity of Northwest Pomerania as a tourist destination	Loss of control over tourist flows with the upward spiralling popularity of Northwest Pomerania as a tourist destination

Provision of information and education to visitors		
Development of ICT technologies for the visitor-tailored interactive provision of knowledge about the World Heritage	The decline of interest in learning and knowledge about cultural and nature heritage in the age of information 'fast-food'	The decline of interest in learning and knowledge about cultural and nature heritage in the age of information 'fast-food'

DESTINATION MARKETING ASPECTS

OPTIMISTIC SCENARIO (REALISED OPPORTUNITIES)	PESSIMISTIC SCENARIO (REALISED THREATS)	REALISTIC SCENARIO (STRATEGY 'BUSINESS AS USUAL')
Marketing potential of the Outstanding Universal Value		
Dedicated investments into tourism infrastructure development aiming to educate visitors in the Outstanding Universal Value of the World Heritage	Disease or pest invasion (e.g., beech bark disease) damaging the ancient beech forests of Jasmund	Dedicated investments into tourism infrastructure development aiming to educate visitors in the Outstanding Universal Value of the World Heritage
Destination marketing based on the USP		
Stralsund and Sassnitz join the Cittaslow (international movement of 'slow cities') emphasising health, well-being and heritage tourism	Nearshore or offshore environmental disaster (oil spill, algal boom etc.) spoiling the image of the destination	Shifting tourist profiles towards 'new seaside crowds' and growing demand for more 'sun-sand-sea' reduces interest in heritage tourism
In 2010 the Ozeaneum was awarded the prize of the European Museum of the Year. enhancing destination visibility and marketing	Shifting tourist profiles towards 'new seaside crowds' and growing demand for more 'sun-sand-sea' reduces interest in heritage tourism	
Events and festivals as heritage brands		
External (EU, federal) support for positioning of Stralsund as a World-Heritage-themed event city	Events and festivals from heritage celebrations turn into 'flea fairs' for cheap imported 'quasi-souvenirs'	Events and festivals gradually strengthen their image as World-Heritage-themed celebrations and foster positioning of the Northwest Pomerania as a World Heritage tourism destination
Value for money		
Over 80% of tourists visiting Vorpommern-Rügen are affluent or retired German-speaking ones ('silver tourism')	The weakened Swedish crown and/or Swiss franc cause the price spike in the tourism sector of Vorpommern-Rügen as a tourist destination	The weakened Swedish crown and/or Swiss franc cause the price spike in the tourism sector of Vorpommern-Rügen as a tourist destination
Care for the quality of the tourist offer		
Stralsund is the main port for river cruise ships in Mecklenburg-Pomerania	Further erosion or loss of traditional rural life, making the hinterland heritage tourism a 'missing link'	Tourism growth in Jasmund and Stralsund is in line with the tourism upheaval in Mecklenburg – Western Pomerania, but further erosion or loss of traditional rural life, makes the hinterland heritage tourism a 'missing link'
Tourism growth in Jasmund and Stralsund is in line with the tourism upheaval in the region	Further emigration of the population, especially older residents, to the cities hinders the HORECA sector viability	
Heritage tourism marketing innovations		
Young professionals, graduates from higher education programmes in tourism are open to innovations	Ageing professionals in the HORECA sector are less receptive of tourism marketing innovations	Ferry tourism between Mukran and Scandinavia declines and completely disappears between Mukran and the Baltic States and Russia
The Port of Mukran (Sassnitz) offers ideal conditions and development opportunities for oceanic cruise ships	Ferry tourism between Mukran and Scandinavia declines and completely disappears between Mukran and the Baltic States	

Heritage tourism product development		
Available external support opportunities for start-ups and business incubators in ICT-based heritage tourism product development	Struggle among significant stakeholders over destination marketing priorities and messages	Available external support opportunities for start-ups and business incubators in ICT-based heritage tourism product development
Seasonality and length of stay		
Increasing demand from the 'silver tourists' for off-season convalescence in the health resorts and an interest in heritage tourism	A decrease in overnight stays in Stralsund with an even more significant prevalence of daily visitors	A decrease in overnight stays in Stralsund with an even more significant prevalence of daily visitors

ANNEX 5. ACTIONS TO AVOID OR AVERT THE COINCIDENCE OF FINANCIAL, SOCIO-ECONOMIC AS WELL AS LEGAL AND REGULATORY WEAKNESSES AND THREATS ('0+' STRATEGY)

FINANCIAL AND ECONOMIC ASPECTS

WEAKNESSES	THREATS	PROPOSED ACTIONS
Socio-economic sustainability		
Slight yet steady depopulation continues in the peripheral areas of Vorpommern-Rügen	According to the forecast, 36.5% of people in Vorpommern-Rügen will be over the age of 67 by 2040	Develop and implement a 'Fit For Purpose' Housing Strategy creatively adapted from the English Lake District that faces similar depopulation challenges
Economy		
On the scale of the federal state of Mecklenburg – Western Pomerania, the Vorpommern-Rügen district is one of the poorest in terms of GDP per capita	Rügen Island and the nearby coastal areas turn into second-home resorts void of any lasting socio-economic activities except summer months	Promote Stralsund and Jasmund National Park as a cutting-edge innovative ICT-based sustainable tourism 'lab' offering modern take on coastal heritage tourism
Heritage tourism sector		
The municipality doesn't put many efforts in making the city core more attractive for tourists	Shifting tourist profiles and demand towards 'new seaside crowds', reduces the revenues from heritage, urban and nature tourism	Apply the best practice from the English Lake District to celebrate and reward those HORECA entrepreneurs that invest in quality through greater exposure to the World Heritage
Tourism competitiveness		
In downtown Stralsund, it is impossible to find a room for less than € 50 a night on the booking.com platform on the Internet.	Rising energy and transport prices due to extra costs of a carbon-neutral economy cause the price spike in the tourism sector of Vorpommern-Rügen	Facilitate wider introduction of airB&B accommodation offers by motivating and educating flat owners to offer additional services (e.g. free bikes)

LEGAL AND REGULATORY ASPECTS

WEAKNESSES	THREATS	PROPOSED ACTIONS
Historical legacy		
Stralsund never succeeded to gain the legal status of a Free City, enjoyed by Lübeck or Hamburg	Declining cross-border cooperation with Polish Western Pomerania due to rising nationalism in Poland	Strengthen collaboration with the Western Pomeranian rural and manor tourism hosts as well as regional and cross-border package tour operators both in the rural hinterland of Mecklenburg – Western Pomerania and in the Polish Voivodeship of West Pomerania
After the Second World War, Stralsund and Rügen became part of the Soviet Occupation Zone in Germany in 1945 which hindered democratic and civic development	Extreme political forces of both wings get the majority in the Landtag of Mecklenburg – Western Pomerania and build a Europe-sceptical coalition	

ORGANISATIONAL AND INSTITUTIONAL ASPECTS

WEAKNESSES	THREATS	PROPOSED ACTIONS
Organisational framework		
The municipality doesn't regard Stralsund as a tourist destination of its kind	EU Interregional co-operation and regional development programmes stop supporting tourism-related projects	Ask experts from <i>dwif</i> GmbH, Greifswald University and/or Stralsund University of Applied Sciences to make a study of market and non-market leverages to support sustainable heritage tourism under different regional development scenarios
Institutional framework		
HORECA businesses are not institutionally involved in the work of the municipal World Heritage Advisory Board	The population of Western Pomerania drops by more than forecasted leading to a gradual dysfunctionality of the institutions	Joining efforts of Stralsund, Sassnitz and Binz municipalities together with Jasmund and Western Pomeranian Bodden
Stralsund as a destination of its kind has no more profound tourism traditions	Sharper than forecasted ageing and depopulation in rural areas causing labour shortages and loss of high-quality rural tourism	Landscape national park and the UNESCO Biosphere Reserve of Southeast Rügen, as well as the Blue Flag marinas to establish a Northwest Pomerania's sustainable tourism network
Institutional role of the heritage tourism-related stakeholders		
Stralsund inhabitants don't need employment in the tourism sector too much	Low added value heritage tourism development due to the brain drain of skilled professionals from the low-paid tourism sector	Introduce a comprehensive education module for students at Stralsund University of applied sciences to make them more interested in World Heritage in modern and innovative ways
Coordination of sustainable World Heritage property management		
Congestion problems in the Old Town of Stralsund during the peak season caused by the bad parking situation for daily visitors	Loss of control over tourist flows with the upward spiralling popularity of Northwest Pomerania as a tourist destination	Introduce a modern 'smart barrier' car flow control and filtering system, as well as flexible parking fees in the Historic Centre of Stralsund
Provision of information and education to visitors		
More precise data of the visitor profile at the Jasmund National Park is missing and needs additional studies	The decline of interest in learning and knowledge about cultural and nature heritage in the age of information 'fast-food'	Develop an app specifically dedicated to introduce young people to the Outstanding Universal Values of Ancient Beech Forests of Jasmund and the Hanseatic Historic Centre of Stralsund in an engaging way

ANNEX 6. COMPARISON OF THE VIABILITY OF WORLD HERITAGE TOURISM DEVELOPMENT ALTERNATIVES

Criteria	STRATEGY 'BUSINESS AS USUAL' ('0 STRATEGY')		MITIGATING COINCIDENCE OF WEAKNESSES AND THREATS ('0+ STRATEGY')		AVAILABLE HERITAGE-BASED TOURISM DEVELOPMENT OPTIONS	
1. Efficiency	 (w.f.=2.0)	It is not the way, how the goals and breakthroughs of sustainable heritage tourism development are achieved	 (w.f.=2.0)	Limited measures aimed to mitigate coincidence of weaknesses and threats have a long-term limited positive effect	 (w.f.=2.0)	The tourism notions of the World Heritage Action Plan will deliver a substantial socio-economic breakthrough
2. Socio-economic acceptability	 (w.f.=3.0)	It is not the way how the wide society and business anticipate heritage tourism development	 (w.f.=3.0)	Mitigating coincidence of weaknesses and threats is acceptable by the society and business	 (w.f.=3.0)	The tourism notions of the World Heritage Action Plan are focused to achieve long-term overall sustainability goals.
3. Technical feasibility	 (w.f.=1.5)	Continuing the 'Business as Usual' policy doesn't require additional technical solutions	 (w.f.=1.5)	Mitigating coincidence of weaknesses and threats requires extra limited technical solutions	 (w.f.=1.5)	No new approaches are needed while implementing the tourism notions of the management plans of Historic Centre of Stralsund and Jasmund National Park
4. Policy feasibility	 (w.f.=1.0)	Continuing the 'Business as Usual' policy goes against the sustainability policy	 (w.f.=1.0)	Mitigating coincidence of weaknesses and threats is neutral re-garding the sustainability policy	 (w.f.=1.0)	The tourism notions of the management plans of Stralsund and Jasmund National Park facilitate sustainable local development
5. Suitability	 (w.f.=1.5)	It has a narrower impact range than alternatives, whose results cover very different areas	 (w.f.=1.5)	Focusing on WH tourism as a competitive hinterland travel offer has a narrow impact range	 (w.f.=1.5)	The tourism notions of the management plans of Stralsund and Jasmund aim to have quite a broad impact range in different areas
6. Reliability	 (w.f.=2.0)	Continuing the 'Business as Usual' policy is surely reliably implementable at low costs	 (w.f.=2.0)	Applying the best practice from the English Lake District reinforces mitigating coincidence of weaknesses and threats	 (w.f.=2.0)	The implementation of the tourism notions of the management plans of Stralsund and Jasmund has good chances to deliver the outlined improvement

7. Prevalence	 (w.f.=1.0)	It is not the way, how the key stakeholders see sustainable heritage tourism development	 (w.f.=1.0)	It is not the way, how the key stakeholders see sustainable heritage tourism development	 (w.f.=1.0)	The implementation of the tourism notions of the management plans of Stralsund and Jasmund fits best the prevailing public opinion
8. Flexibility	 (w.f.=3.0)	The strategy is unsuitable for solving the issues as circumstances or situation change	 (w.f.=3.0)	The strategy is barely suitable for solving the issues as circumstances or situation change	 (w.f.=3.0)	The tourism notions of the management plans of Stralsund and are formulated broadly and flexibly and therefore are suitable for achieving the goals even as circumstances change
9. Smoothness	 (w.f.=2.0)	Continuing the 'Business as Usual' policy is the smoothest strategic alternative	 (w.f.=2.0)	The length of time between strategy adoption and implementation is relatively short	 (w.f.=2.0)	The length of time between the adoption and implementation of the tourism notions of the management plans of Stralsund and Jasmund is fixed by the period of validity of the management plans
10. Implementation costs	 (w.f.=4.0)	Continuing the 'Business as Usual' policy doesn't require extra implementation costs	 (w.f.=4.0)	Mitigating coincidence of weaknesses and threats require only minimal additional costs	 (w.f.=4.0)	Implementation of the proposed extensive heritage-based tourism development program including all pro-posed measures bears substantial costs
FINAL SCORE	5.0		25.5		32.0	