

BeyondSnow

Concept of strategic fields of action for the pilot
municipality of Werfenweng to strengthen
resilience and climate change adaptation

A2.2 - Output 2.2

Pilot region Werfenweng, Austria

EGTC Alpine Pearls

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Foreword

At the beginning of a project, you first look at the title. In this case, there were two words: BEYOND SNOW. What could one envisage with that? With the help of the familiar word 'snow' and the literal translation of 'beyond' ('over and above' / 'about'), we got closer. It quickly became clear that it was about the future, winter tourism and the element that is inevitably linked to it: snow.

At the beginning of the participation process, the focus was on convincing the local stakeholders and getting them on board. We took a very hands-on approach to cooperation by focusing on the topic of communication and public relations in the first workshop. A field trip to a neighbouring ski resort also helped to make the project increasingly interesting for those involved and laid the foundation for further measures. In two further intensive workshops, the stakeholders were once again challenged and numerous ideas and results emerged.

After numerous insights, it became clear that everything is easier said than done and that everyone thinks differently about the future. The discussion gradually shifted from the focus on winter and snow to year-round tourism and season-independent measures. We also realised that some stakeholders in the village simply cannot imagine what a winter without snow—a "real winter," so to say—would be like.

To summarise, it can be said that what has been discussed is just the first drop in the ocean and that we are far from finished on this topic. Opinions are very diverse, and we are sure that we are currently in a certain preliminary phase of change. More time would certainly be needed for more 'beyond' thoughts, but the project helped us to get off to a good start and we hope that this spirit will be used in the future to pursue the topic further.

Many thanks to all participants, especially to Alpine Pearls, who acted as project partners here, and to the Interreg Alpine Space Programme, through whom the project was made possible.

Josef Holzmann

Tourism Director/CEO Tourism Association Werfenweng

For Alpine Pearls, the project complements other areas of work in a very valuable way, because the focus on the topic of holistic destination development and resilience is a future-oriented approach. The pilot region also found the idea and the opportunity to develop something for the future very exciting, so everyone got involved in the project and hoped for fruitful insights, ideas and measures.

We are very pleased that the project was successfully used to address the topic of future-oriented design and resilience with foresight. In addition to the content-related work, we see a further major added value in the implementation of the participation format, which can be seen as an important benefit for the community and for promoting cooperation in a municipality.

Many thanks to the lead partner Eurac Research and the other project partners for the good cooperation in the project in general, and especially to everyone who took part in the workshops and activities in our pilot region Werfenweng.

Sarah Twardella

Project Manager Alpine Pearls

Giovanni Vassena

Project Manager Alpine Pearls

Introduction

The Alpine Space project "BeyondSnow"

Due to climate change, the snow cover in the Alps will most likely continue to decrease in the future. In addition to the ecological effects, small snow tourism destinations at medium altitudes and their communities in particular, must also consider the socio-economic consequences of the decline in snow cover.

The BeyondSnow project aims to increase the socio-ecological attractiveness of mid-altitude snow tourism destinations so that they can maintain or even increase their attractiveness for residents and tourists. During the project, new sustainable development pathways, transition processes and implementable solutions will be jointly developed within 10 specific Pilot Working Areas (PWAs), which are spatially distributed across six Alpine countries and differ in size, level of development and sensitivity. Citizens, destination managers and decision-makers at different technical and political levels form the core group of people involved in this process.

Nr.	NAME	LAND
PP1	Eurac Research (Lead Partner)	Italien
PP2	Legambiente Lombardei Aps/Onlus	Italien
PP3	Polytechnische Universität von Turin	Italien
PP4	Metropolitanstadt Turin	Italien
PP5	Berggemeinde Carnia	Italien
PP6	EVTZ Alpine Pearls	Österreich
PP7	Entwicklungsagentur für Ober-Gorenjska	Slowenien
PP8	Arctur Computertechnik d.o.o.	Slowenien
PP9	Technische Hochschule Deggendorf	Deutschland
PP10	METABIEF Skigebiet	Frankreich
PP11	Schweizerische Arbeitsgemeinschaft für Berggebiete	Schweiz
PP12	Gemeinschaftsnetzwerk "Allianz in den Alpen"	Deutschland
PP13	Fabrique de Transitions	Frankreich

Figure 1: Project partners in the BeyondSnow project at a glance.

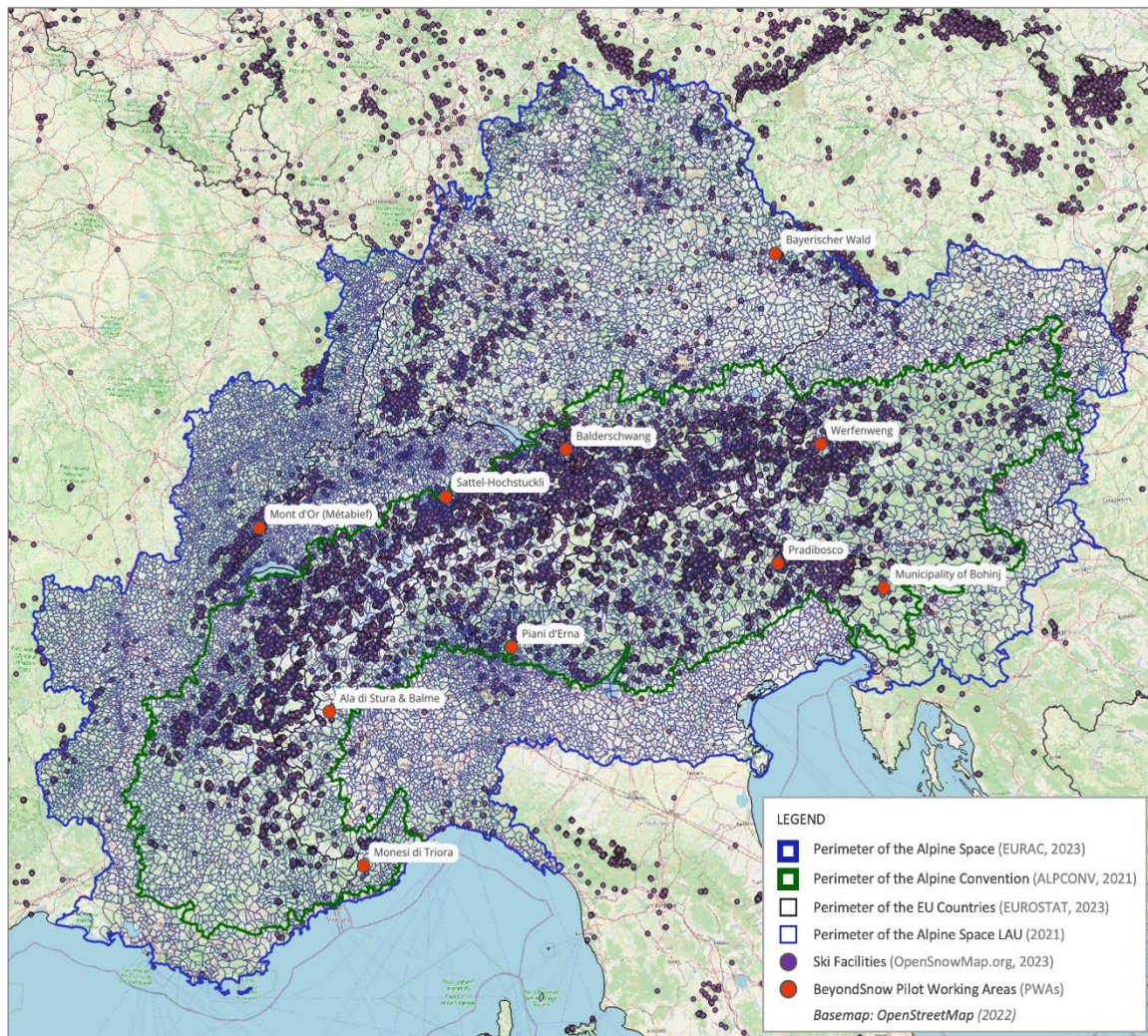


Figure 2: Topographical map with the ten pilot regions labelled

This document (D.2.2.1), which focuses on the PWA strategies, is a central component of Activity 2.2 and serves as a crucial link between the co-design process and the subsequent implementation of pilot projects to strengthen resilience to climate change in the PWA (Figure 3).

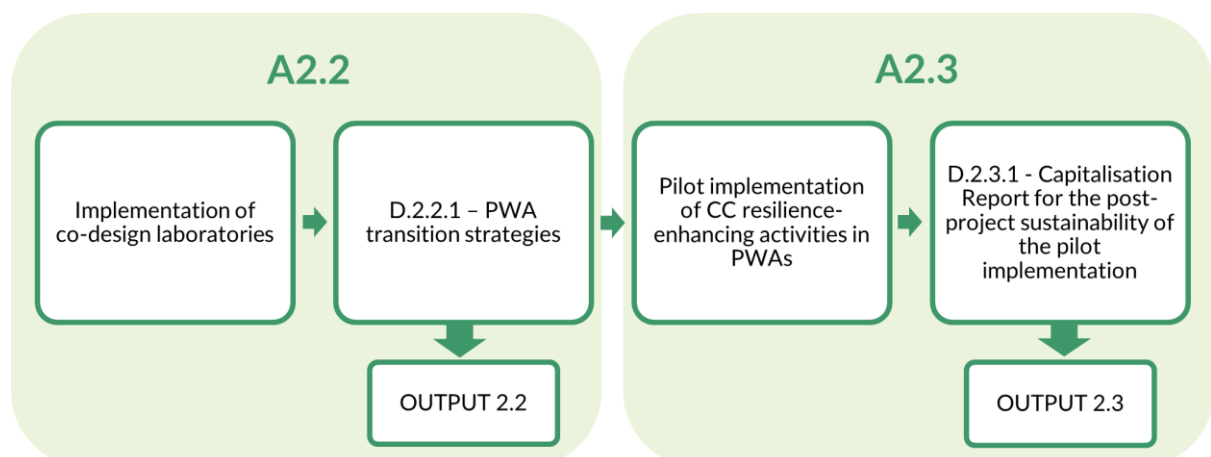


Figure 3: Illustration of the connection between A2.2 and A2.3

Why is it important to develop transition strategies to strengthen the resilience of snow tourism destinations to climate change?

A transition strategy is essential to guide PWAs through the complex challenges of climate change, especially in terms of reducing dependence on snow-based tourism. This strategy can provide a comprehensive, long-term approach that systematically addresses the root causes of vulnerability. The focus is on creating new, sustainable tourism models that can adapt to changing environmental conditions while preserving and promoting the region's natural and cultural resources.

Global trends and the need for localised, concrete strategies

The global effects of climate change are becoming increasingly clear, with rising temperatures, changing precipitation patterns and more frequent extreme weather events. For snow-dependent regions such as the Alps, these changes require adaptive strategies that are both specific and localised. Place-based strategies are essential as they take into account the unique ecological, cultural, and economic conditions of each destination. By focusing on regional specificities, such strategies can not only reduce dependence on snow but also strengthen resilience to climate impacts and thus ensure the long-term sustainability of the tourism sector. The involvement of key stakeholders in this process ensures that the strategies are practical, participatory, and capable of transforming challenges into opportunities.

International framework conditions

International frameworks support the transition to more sustainable and resilient tourism practices in the Alps and beyond. The European Union Adaptation Strategy, first introduced in 2013 and updated in 2021, emphasises the need for coordinated action among EU Member States to address the impacts of climate change in different sectors, including tourism. Almost all EU countries have National Adaptation Strategies as cross-sectoral developed planning tools to prioritise climate change adaptation measures, reflecting the growing recognition of the importance of proactive steps. In this context, the Alpine countries - France, Italy, Switzerland, Germany, Austria and Slovenia - have each developed their national strategy (BeyondSnow (2024) D.1.2.2 - STD adaptation report). Building on individual efforts, the Alpine countries are also working together on the Climate Action Plan 2.0 of the Alpine Convention (ALPCONV), which serves as a central strategic reference in the Alps and operationalises the goals of the Alpine Climate System 2050 (Alpine Convention, 2019).

The importance of the ecosystem-based approach

Ecosystem-based approaches are of central importance in transition strategies for snow tourism destinations (STDs). The aim is to reduce dependence on snow and strengthen resilience. Ecosystems such as forests, wetlands and rivers act as natural carbon sinks, provide significant benefits to local communities and are integral components of tourism. By integrating ecosystem protection into transition strategies, the attractiveness of the destination can be increased while promoting sustainable tourism practices. This ultimately contributes to the long-term resilience and sustainability of both the tourism sector and the local population.

Methodology and structure of the strategy

The main objective of the PWA Transition Strategy is to document both the status quo and the strategic vision along with the action areas that have been developed with local stakeholders as part of the BeyondSnow project. These strategies are intended to guide stakeholders not only throughout the project but also beyond its completion in October 2025. In addition, for the purposes of Interreg Alpine Space reporting and project dissemination, summaries of each PWA project strategy have been produced in English and are available as Output 2.2 on the [BeyondSnow website](#).

Several strategic reports, including those by [CIPRA Germany](#) (2023), [Pröbstl-Haider et al.](#) (2021), [Dworak et al.](#) (2020) and [Lotter and Dworak](#) (2021) served as important resources and guidelines in the development of the transition strategy. In addition, the "Guide for the Participatory Elaboration of the Climate Change Adaptation Strategy" was a key document, particularly concerning the application of the "sensitive diagnosis" and "co-design laboratory approaches."

The sensitive diagnosis method by [La Fabrique des Transitions](#) developed was used in the PWA to engage local stakeholders in the BeyondSnow project, improve the PWA's qualitative data analysis and lay the groundwork for the co-design laboratories. Adapted to the context of BeyondSnow, the sensitive diagnostics aimed to enable the PWA to identify and utilise key elements required to initiate a systemic transition to sustainability and resilience. This process also helped the PWA to specify their support needs in terms of processes, resources and challenges while mobilising a wide range of stakeholders to actively participate in the project.

The co-design labs, held as workshop events in the PWA, facilitated a participatory and implementation-orientated approach to developing viable transition strategies for climate change adaptation, with a focus on winter tourism. The strategy development process included awareness raising, knowledge transfer and the involvement of a wide range of stakeholders.

Further details on the methods of Sensitive Diagnosis and Co-Design Laboratories can be found in the aforementioned "Guideline for the Participatory Development of the Climate Change Adaptation Strategy".

The transition strategy is structured as follows:

1. Introduction to the BeyondSnow project, including the objectives for developing the transition strategy, global trends, international guidelines, and ecosystem-based approaches.
2. Status quo of the PWA, including the description of the reference scenario and the region, participatory approaches, and the development of primary data in the context of BeyondSnow, problem definition.
3. Vision and Goals
4. Fields of action - measures and project ideas
5. The outlook and implementation plan, including management and implementation plan.
6. Diagram of the strategy

1. Status quo of the PWA (scenario reference)

1.1. Description of the Werfenweng pilot region

The pilot work area (PWA) of Alpine Pearls, the municipality of Werfenweng, is located in Austria in the province of Salzburg. The municipality is located at an altitude of between 902 m and 1834 m, with a difference in altitude of 932 m. The area of the municipality covers 45.01 km².

The PWA Werfenweng has a total population of 1,099 inhabitants. The area of the municipality covers 45.01 km² (Statistics AT, 2023). The population of Werfenweng has risen steadily over the last 10 years. In 2022, there were 188 second homes in Werfenweng. Concerning the 1,099 inhabitants, the presence of second homes is not negligible.

Werfenweng has ten lifts and 17 slopes, covering a total of 29 kilometres of slopes. The most important infrastructure includes two cable cars, one of which connects the village centre with the ski area and offers environmentally friendly mobility solutions.

Werfenweng has been known for decades for its sustainable approach to tourism, in particular through its membership with the Alpine Pearls, an association of communities that promote environmentally friendly tourism in the Alps.

Tourism and economic data analysis

Tourism is a decisive economic factor for Werfenweng.

In terms of arrivals and overnight stays, the seasonality of Werfenweng can be better understood by differentiating between the winter and summer seasons. In 2022, 245,488 overnight stays were recorded, which represents a decrease of around 20 % compared to 2019, the last year before the COVID-19 pandemic. The summer months contribute significantly to the number of overnight stays, as 58.7 % of overnight stays were generated in the summer months. Also in recent years, Werfenweng has had a slightly stronger summer season compared to the winter season (e.g. 145.927 overnight stays in summer 2024 versus 118.376 overnight stays in winter 2023/24).

Werfenweng is heavily dependent on foreign guests, who account for 81.7% of total overnight stays. German guests are the dominant group, accounting for 65% of overnight stays. Guests from the Netherlands, the Czech Republic and Belgium also play a role, while the proportion of domestic guests is only 18%.

The average length of stay varies between foreign and domestic tourists. In the summer 2022, the average length of stay for foreign guests was 4.37 days compared to just 2.52 days for domestic guests. This indicates that foreign guests have a longer length of stay and higher spending, which could help to stabilise tourism flows.



Figure 4: Arrivals and overnight stays in Werfenweng in 2022

In Werfenweng, the main target group is traditionally families who take advantage of the numerous leisure activities and family-friendly offers in the region in both summer and winter. Another important target market is the group of environmentally conscious tourists who consciously choose destinations that are well connected to public transport. Werfenweng plays a pioneering role here as it promotes modern mobility solutions and sustainable tourism with as few private cars as possible. Thanks to the good accessibility by public transport and the focus on environmentally friendly travel, the region attracts many travellers who value sustainable travel.

The economic structure of Werfenweng is strongly oriented towards tourism. In addition to the accommodation sector, which accounts for a significant part of the gross domestic product, the hotel industry plays an important role. In 2022, there were a total of 113 accommodation establishments with 2010 beds. Four-star hotels accounted for 31.9 %, followed by flats with 22.3 % of beds. The bed capacity has increased slightly in recent years. The 53 flats have a total of 449 beds, which accounts for 22% of the total number of beds. Together with agritourism and B&Bs (349 beds), these categories account for almost 40% of total beds. In contrast, the longest average length of stay (6.4 and 5.4, respectively) is in agritourism holiday flats and commercial holiday flats. Apart from the Alpine huts (1.5), the 3* hotels (and 4* S) have the

lowest average length of stay (2.8 & 3.9). It is interesting to note that the 4* hotels are in the midfield with 5.12.

Climate data

A rough estimate of the effects of climate change on skiing operations in snow tourism destinations can be made using the 100-day rule, which was proposed. It states that in order for a ski resort to operate successfully and be considered snow-sure, it needs sufficient snow cover for skiing (snow depth ≥ 30 cm) that lasts at least 100 days per season in seven out of ten winters (Witmer (1986) BeyondSnow (2023) D1.1.1 - Effects of CC on AS STDs).

Open Snow Map classifies Werfenweng as a high-end ski area in the range of 500-1800m a.s.l. Around the pilot area there are three high-end ski areas in the range 500-1800m a.s.l. and seven ski areas with low traffic volumes. The climate data was collected from two stations within a radius of 30 km from Werfenweng, whose altitude lies between the maximum and minimum of the ski area.

The climate data for Werfenweng shows a clear change in recent years, which is in line with the general trends of climate change in the Alps. Average temperatures in the region have risen in recent decades, leading to milder winters and less snowfall. This has a direct impact on winter sports, as snow reliability is becoming increasingly unpredictable. For example, the period with sufficient snow cover for ski tourism has become significantly shorter, which has prompted Werfenweng to expand its tourism offering to include non-snow-dependent activities such as mountain biking, paragliding and hiking. Rainfall patterns have also changed, with an increase in heavy rainfall events in the summer months and less but more intense snowfall in winter. These developments pose a challenge for the planning and maintenance of tourism infrastructure, particularly for activities that are heavily dependent on stable climatic conditions.

An overview was created in which the temperatures in the valley, on the mountain and the current weather were recorded for each season from 2015/2015 to 2023/2024 on 7-9 days in a similar distribution throughout the season. The data collected does not show any significance but does support the trend towards a slight shift in the winter season towards the end of the season due to later cold spells and less snowfall at the start of the season (high variation).

As part of the BeyondSnow project, a so-called "Vulnerability Map" was developed, which explores the complexity of vulnerabilities in the destinations and a comprehensive overview provides that includes biophysical as well as socio-ecological and socio-economic dimensions. According to this vulnerability map, the analysed regions in the Alps are classified into five levels of vulnerability: Low, Moderate, High, Severe and Acute. Werfenweng is located in an area with

high vulnerability. This high level of vulnerability is due to the complex combination of climate variability, the sensitivity of the area and its adaptability. Further information can be found in [BeyondSnow \(2023\) D1.1.2 - Vulnerability Map of Alpine STDs](#).

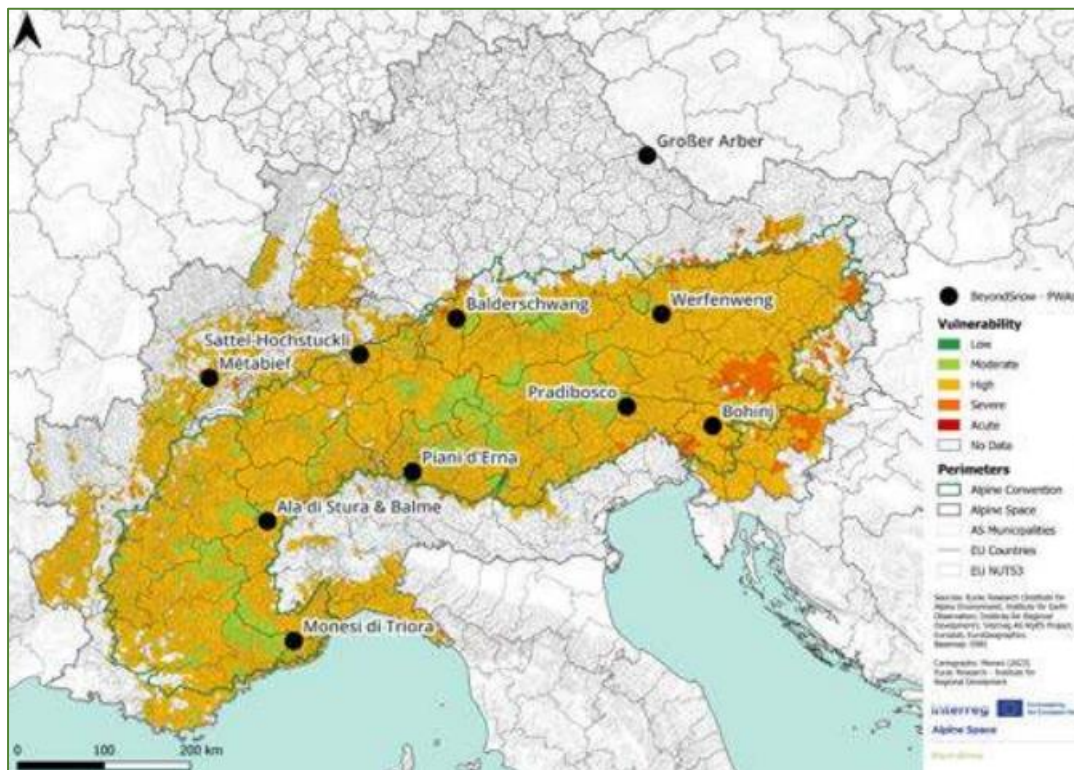


Figure 5: Vulnerability map of the Alpine STDs, version 0.92 (October 2023) (Eurac Research, 2023)

The map above shows the result of the first elaboration (version 0.92) of the Alpine snow tourism destinations "Vulnerability Map". The degrees of vulnerability range from low to acute. The majority of municipalities in the Interreg Alpine Space area show a high degree of vulnerability. Initially, it appears that the mountain communities in the innermost areas of the Alps have a moderate level of vulnerability, while the areas in the eastern part of the Alps or in lower areas are characterised by a high level of vulnerability. However, it is difficult to generalise the results for the entire Alpine region. A more detailed and precise analysis at a smaller scale may allow more accurate conclusions to be drawn.

Werfenweng is responding to climate change by increasingly promoting sustainable mobility solutions and developing a more diverse, year-round tourism offering. Overall, climate change is likely to exacerbate the risks associated with extreme weather events. This means that the potential hazards for residents and visitors may increase, with extensive areas exposed to a variety of different risk factors.

Attractions in Werfenweng

Werfenweng offers a wide range of activities that attract tourists in both winter and summer. The most popular winter activities include skiing, snowboarding, ski touring, snowshoeing,

cross-country skiing, tobogganing, winter hikes and alpaca hikes. There are also natural and cultural sites such as the Provincial Ski Museum and guided tours on offer all year round. For families and adventurers, there are summer activities such as hiking, climbing, mountain biking and paragliding. Werfenweng focuses on gentle mobility and offers numerous environmentally friendly transport options, which are also marketed and made interesting for tourists, such as horse-drawn carriage rides.

Werfenweng also has well-developed wellness areas in the businesses, which are available to guests all year round. Outdoor activities such as swimming at the bathing lake and horse-drawn carriages are particularly popular. For the more adventurous, there is also a high ropes course and a variety of paths for walking ("Spazierhimmel" trail network), hiking and can be used cycling through the picturesque mountain landscape.

The variety of attractions and the emphasis on sustainable tourism make Werfenweng an attractive destination in both summer and winter, which is confirmed by the balance in arrivals and overnight stays between the two halves of the year.

Stakeholder analysis

In Werfenweng, numerous stakeholders and institutional structures play a decisive role in tourism development. In addition to the local authorities, which play a key role in promoting sustainable tourism, the tourism association and the cable car operators and service providers make a significant contribution to the tourism infrastructure. The Werfenweng Tourism Association is responsible for marketing the region and coordinating tourist offers, while the cable car operators offer environmentally friendly mobility solutions and thus create the basis for winter sports and other activities.

The accommodation businesses, which consist of a wide range of hotels, private rooms, holiday homes/chalets and holiday flats, as well as the gastronomy sector with its restaurants, bars, mountain huts and other sectors, are also a core part of the tourism stakeholders.

Other relevant players include representatives of the agricultural and hunting sectors, who integrate regional products such as cheese and meat into tourism, enriching the gastronomic offer and providing guests with authentic, local experiences. Sports shops and rental shops that offer equipment for summer and winter activities as well as ski schools and providers of sports activities such as paragliding or guided hikes, play a key role to different target groups.

Other important players are the local associations, which organise cultural, sporting and musical events and thus strengthen community life and offer tourists access to regional traditions.

Mobility service providers are also of great importance for the sustainable development of tourism. The W3 Shuttle, an on-demand service, for example, offers emission-free transport options within the region, while organisations such as Mobilito develop and coordinate mobility solutions on a supra-regional level.

The close cooperation between these various stakeholders - from farmers and sports providers to regional mobility organisations - is crucial for the sustainable tourism development of Werfenweng. It ensures that the region remains attractive for both families and environmentally conscious travellers and offers a unique tourist experience.

To summarise, the most important interest groups for the Werfenweng pilot region are as follows (in alphabetical order):

- Municipal administration incl. mayor
- DMO/ tourism association
- Accommodation providers
- Catering facilities
- Cable car operators
- Leisure Infrastructure
- Associations
- Sports shops, retail
- Mobility provider
- Ski schools
- Sports clubs
- Tourist guides

Projects and initiatives related to climate change

Werfenweng has already implemented several local and European projects to meet the challenges of climate change, particularly in the area of sustainable mobility and environmentally friendly tourism.

Werfenweng was involved in the Interreg Alpine Space projects Alps Mobility and Alps Mobility II, from which the "Alpine Pearls" association was founded in 2006 under the leadership of the former mayor of Werfenweng, Peter Brandauer.

Another outstanding example of practical is the "soft mobility" concept, which positions Werfenweng as a pioneer in the Alpine region. Werfenweng offers environmentally friendly

mobility solutions, such as the W3 shuttle and E-LOIS, which emission-free transport enable and make the region more accessible for tourists without them having to rely on their own car.

As part of this commitment to climate-friendly mobility, Werfenweng has, for example, adapted its car park management and further developed projects to adapt transport and tourism infrastructure so that they have a lower environmental impact. These measures include the expansion of public transport as well as the promotion of electromobility and car-sharing services. Such approaches not only help to reduce CO₂ emissions but also make the region attractive to tourists who value sustainable travel options.

Werfenweng is also working on diversifying its tourism offering in order to adapt to the effects of climate change. Winter sports such as skiing and snowshoeing are increasingly affected by uncertain snow conditions. To counter these risks, the region is focussing on non-snow-dependent activities such as hiking, mountain biking and paragliding, which are attractive in both summer and winter. Such measures are intended to stabilise tourism flows and reduce dependence on snow-dependent sports.

Overall, Werfenweng demonstrates through these projects how sustainable tourism development can contribute to overcoming climate change by promoting innovative mobility solutions and a diverse range of tourist offers.

Further links:

- Alpine Pearls: <https://www.alpine-pearls.com/en>
- Mobility offer: <https://www.werfenweng.eu/en/holiday/werfenweng-card/soft-mobility/>
- Diversification: <https://www.werfenweng.eu/en/holiday/winter-spring/>

Links to national directives

The projects implemented in Werfenweng to tackle climate change are closely aligned with Austria's national strategies and goals around tourism and sustainability. With its "Agenda 2040", Austria is pursuing a clear vision of promoting sustainable tourism and reducing the environmental impact of the sector. This agenda aims to reduce the ecological footprint of tourism, strengthen environmentally friendly mobility and ensure the protection of natural resources.

Werfenweng's focus on soft mobility and the promotion of sustainable transport solutions fits perfectly with the goals of the Austrian climate strategy. Projects such as the W3 shuttle and the promotion of electric mobility support the national endeavour to reduce CO₂ emissions and

strengthen climate-friendly mobility. These measures are also part of the broader initiative set out in the "Tourism Masterplan 2025", which sustainable developments promote in Austria's tourism landscape.

Werfenweng's efforts to make tourism less seasonal and less dependent on snow are also in line with the national goals of implementing the Climate Change Adaptation Plan. This plan calls for adjustments in tourism in order to respond to the growing uncertainty caused by climate change and to strengthen the resilience of tourist destinations.

Overall, Werfenweng's projects show a strong coherence with the Austrian goals for sustainable tourism and climate protection, and they contribute to the achievement of Agenda 2040 and the Salzburg 2050 climate and energy strategy.

1.2. Participatory approaches and development of primary data/ A2.2 Activities

Sensitive Diagnosis

In tourism and participatory processes, the term "sensitive diagnosis" refers to a method that aims to analyse the needs, challenges and potentials of a community or an area in a particularly careful and participatory way. This method emphasises the involvement of local stakeholders and communities in order to take their perspectives and concerns into account and develop a coherent, sustainable strategy for tourism development.

Care is taken to ensure that the community is treated sensitively, especially when it comes to cultural or economic changes. This is often done through a combination of qualitative and quantitative data as well as intensive workshops and participatory meetings where local stakeholders are actively involved in decision-making. Such processes provide a holistic view of the tourism challenges facing a region, while encouraging co-operation between the various stakeholders to develop solutions that are both environmentally and socially sustainable.

In tourism projects, especially those related to sustainability and climate change adaptation, the Sensitive Diagnosis can ensure that the measures taken are aligned with both community and environmental needs.

Description of the locally adopted procedure

In Werfenweng, the "Sensitive Diagnosis" method was successfully implemented to gather information and input from the most important stakeholders. The actors involved include local entrepreneurs, tourism representatives, community members and other important stakeholders in the destination. Through interviews and informal conversations, valuable insights and emotions were captured that will inform the climate change adaptation strategy.

Qualitative interviews were in the period from autumn 2023 to summer 2024 conducted in Werfenweng with relevant stakeholder representatives. The interviews were conducted on-site in Werfenweng in the period from autumn 2023 to summer 2024 in a personal setting and with open questions based on the recommendations for all BeyondSnow project partners. The following groups were involved as stakeholders Accommodation association/organisation, accommodation company, citizens' association, DMO, catering company, university and research, information office, mayor, municipal administration, other tourism company, regional administration, rental agency, cable car company, ski school, snow infrastructure company, sports association, tour operator/office, tourism association/board, tourist guide, others.

The results were summarised in a SWOT analysis.

STRENGTHS <ul style="list-style-type: none"> • Mostly snow-guaranteed winters and high popularity for winter sports • Positioning as a family-friendly holiday destination • On-demand mobility services such as the W3 shuttle • Good use of the Werfenweng Card • Successful programmes such as the trail system "Spazierhimmel" and a wide range of activities 	WEAKNESSES <ul style="list-style-type: none"> • Lack of snow in some years • Complex system of the Werfenweng Card • Despite many efforts, there are still too many tourist trips by private motorised transport • Lack of mountain bike trails • Some negative media reports about winter tourism and marketing challenges
OPPORTUNITIES <ul style="list-style-type: none"> • Development of new target groups • Offers for the summer season • Improving media coverage • Marketing with a focus on local produce and products • Improving cooperation and opportunities for cooperation 	RISKS <ul style="list-style-type: none"> • Dependence of tourism on the winter season • Staff shortages in many areas • Economic uncertainties due to crises and other influencing factors • Heterogeneity in communication between the interest groups • Climate change increases investment costs for winter sports • Rising investment costs for winter sports due to climate change

Table 1: SWOT analysis from Sensitive Diagnosis

In addition to the individual interviews, information presentations on the BeyondSnow project were also held in order to generate fundamental interest and motivation for participation among the stakeholders on site. Furthermore, group discussions and workshops were held in small groups to discuss and identify approaches, key topics and fields of action for the co-design laboratories.

At the beginning of the participation process, an introductory presentation was given at the general meeting of the tourism association, where the project and the planned activities were reported on, and open questions and concerns were clarified. This was followed by a kick-off workshop with 8 people from Alpine Pearls and the Werfenweng Tourism Association, in which the current topics in the municipality, goals and needs were discussed in general. As a focus topic communication was identified as important. It was emphasised that, on the one hand, external communication towards customers about the winter sports offers and, on the other hand, the handling of communication about Werfenweng in the media. Relevant for a resilient

practice and corresponding tourism marketing and PR were discussed as a core topic of the kick-off lab and defined after consultation with other stakeholders.

At the beginning of the participation process, the main aim was to encourage interested support for the project from the stakeholders. The chosen intervention approach therefore primarily involved information and persuasion work as the basis for successful participation. From this background, the focus topic of communication and press relations was chosen for the introductory lab as a very tangible topic with a concrete use case to address the stakeholders with direct added value.

Co-Design Laboratories

Co-Design Laboratory 1

A workshop with 20 participants on the topic of winter tourism and climate change kicked off the in-depth programme. The programme for the afternoon and evening was structured as follows: In the first theoretical part, the project basics were presented in an introductory manner and the planned activities for the participation process were introduced.



The second part of the workshop focussed on the topic of communication and took a practical approach. After an introductory keynote speech by the external speaker, interactive methods such as brainstorming, world café and role play were used. The topic of winter tourism and climate change was discussed in detail and supplemented with a practical training session focussing on external communication on winter topics.

This was supplemented by a panel discussion with the municipality, the tourism association, a service provider, and Alpine Pearls, with an external consultant moderating the discussion. In terms of content, relevant core topics that had already

come up in the workshop were discussed. All other participants were also involved in a lively exchange by means of questions and verbal contributions.

Afterwards, a more informal form of dialogue was chosen in the form of a fireside chat over food and drink, which also provided for valuable discussions. This event successfully laid the foundation for all further activities in the participation process.



Excursion

An excursion to the Großarl ski resort, around 40 km away, was organised at the beginning of April 2024. Participants and with 20 ensured an intensive exchange of ideas and encouraged participation.

A tour of the ski area, the cable car buildings and the summit station was followed by an exchange on usage behaviour, slope management and snowmaking and climate-related changes.



Co-Design Laboratory 2

In autumn 2024, two more workshops with the support and guidance of external moderators were held with almost 30 participants in each workshop.



In the first session, after introductory statements on the content, a so-called "speed talk" was held, in which the participants collected specific concerns and questions in small groups based on three questions, after which the results of the process to date (results of the online survey and from the workshop and excursion) were presented. This was followed by a moderated session in which four

categories were used to work on possible relevant fields of action, which were then presented and discussed in the plenary session. Suitable project ideas were also discussed. This was followed by a survey using a Mentimeter poll as a feedback tool on the workshop in general and then on the content developed. The survey was also subsequently sent out to other stakeholders who were unable to attend in order to supplement content-related input.

Co-Design Laboratory 3



In the workshop at the beginning of October 2024, the focus was on the in-depth elaboration of the fields of action and the identification and prioritisation of project ideas or ideas for the pilot phase of the project in 2025.

After the introduction and summary of the feedback received between the workshops about Mentimeter, the fields of action were

prioritised and eight project ideas that had been collected in the September workshop were presented. These were outlined in detail in small groups with the help of fact sheets and described concerning aspects such as objectives, budget estimates, target groups and challenges. After all ideas were presented in plenary, they were prioritised further by using Mentimeter. Finally, a keynote speech on the topic of stakeholder communication rounded off the workshop before an informal get-together.

Overarching objectives with fields of action

- **Ensuring attractive year-round tourism**

Field of action 1: Further development of snow services

Field of action 2: Expansion of the snow-independent outdoor programme

Field of action 3: Activation and expansion of the catering offer

Field of action 4: Culture and diversification of the event programme

- **Design of habitat management**

Field of action 5: Active and integrated players in the tourism community

Field of action 6: Promotion of local tourism awareness

- **Resilience-orientated further development of external communication**

Field of action 7: Target groups and PR/marketing

Field of action 8: Strengthening the image as a sustainable tourism destination

Conclusion workshop

At the beginning of November, a workshop was held with the participation of the leaders of the autumn workshops - Alpine Pearls, Werfenweng Tourist Board and external moderators.

Assessments of the results (in terms of content and strategy) and opinions on implementation were exchanged and the next steps towards the transition strategy and pilot activities were discussed. Another meeting was planned after the local elections at the tourism association to discuss the strategy.

Overall, the successes of the participation process include the systematic and active involvement of the most important interest groups, over time growing interest and a successful increase in the willingness to participate.

Overview of the workshops held

#1	Presentation at the general assembly of the tourism association Information about the project and dialogue with key stakeholders	13.12.2023
#2	Launch event of the Co-Design Laboratories Kick-off with a core group of local stakeholders	22.01.2024
#3	Co-Design Laboratory 1 Start of the broad participation process, focus on the predefined priority topic "Communication"	13.03.2024
#4	Excursion Study trip to Grossarl with a tour of the ski resort and dialogue on the challenges of climate change	03.04.2024
#5	Co-Design Laboratory 2 Identification of fields of action and collection of project ideas	18.09.2024
#6	Co-Design Laboratory 3 In-depth development of fields of action and prioritisation of project ideas	02.10.2024
#7	Conclusion workshop Review of events and results achieved with a core group of local stakeholders	12.11.2024

Table 2: Overview of the co-design-lab activities

Surveys with online questionnaires

Winter survey

An online survey was conducted in Werfenweng between December 2023 and April 2024 to understand how climate change could alter tourist behaviour and to identify key aspects for the development of transition strategies. The survey was conducted digitally only via an online survey tool and was through various relevant communication channels such as newsletters, promoted media and on-site with posters, displays, stickers and postcards. social

Insights were gathered on the changing travel habits, activity preferences and satisfaction levels of tourists, providing valuable data for the ongoing development of effective destination strategies

Total number of respondents	Day guests	Overnight guests	Leisure residences	Locals
54	6	41	1	6

Table 3: Overview of respondents to the winter survey by target group

The survey highlighted issues relating to the impact of climate change on winter activities. Overall, 69% of respondents currently consider climate change to be a serious problem for snow-related activities in Werfenweng. When asked "To what extent could the effects of climate change affect your next winter holiday in terms of choice of destination and activities?", 72% of respondents answered either "moderately", "very" or "extremely". In addition, the survey revealed that 87% of respondents travelled by car from home to Werfenweng in winter, and in 39% of cases this was due to perceived inadequate public transport links

Summer survey

A follow-up survey was conducted in Werfenweng from May to September 2024 to assess the impact of climate change on summer tourism. This survey focused on understanding the evolving travel behaviour of tourists, their preferences for summer activities and their overall satisfaction with their experience. It was also widely publicised, as with the winter survey.

Total number of respondents	Day guests	Overnight guests	Leisure residences	Locals
42	12	25	1	4

Table 4: Overview of respondents to the summer survey by target group

The survey revealed that 24% of respondents when hiking, the most frequently practised activity, felt negatively impacted by the effects of climate change. In general, 55% of respondents who practice a sporting activity in Werfenweng believe that the effects of climate change could "moderately" or "greatly" or "extremely" impact their next summer holiday in terms of choice of destination and activities. In addition, 24% of all respondents believe that the effects of climate change will improve the tourist attractiveness of the destination in summer, while only 7% say the same about winter. Finally, the survey found that 62% of respondents travelled by car from home to Werfenweng in summer, and in 43% of cases this was due to the perceived inadequacy or lack of clarity of public transport.

1.3. SWOT analysis Werfenweng

The following can be strengths, weaknesses, opportunities and risks for the pilot region of Werfenweng. These have been produced on the basis of the analyses and surveys carried out using the interviews, discussions, workshops, and surveys already included and described in Chapters 1.1. and 1.2. These points include economic, social, and ecological aspects that appear relevant for the resilient development of Werfenweng as a place to live, work and holiday.

Strengths

- Good data availability concerning key tourism figures, availability by year and by accommodation category;
- Wide range of attractive and authentic tourist attractions;
- Relatively balanced ratio of hotel beds to number of inhabitants;
- Existing diversification of the offer does not lead to a high dependency on snow-related winter tourism;
- Successful positioning as a family holiday destination;
- "Youngest" municipality in Salzburg (average age of 39.4 years);
- Model location for environmentally friendly mobility with many initiatives and experiences;
- Awareness as a sustainable destination and Alpine Pearls community;
- The number of overnight stays is almost the same in winter (Nov.-Apr.) and summer (May-Oct.), with a tendency towards summer;
- Venue for international sporting events;
- e5 municipality with biomass local heating network and solar utilisation;
- Establishment and offer of the DUADO dialogue house;

- Active, committed stakeholders promote community development and the participation process;

Weaknesses

- Despite the range and strong promotion of sustainable mobility solutions for the last mile and on-site, more than half of tourists come by car;
- Local identity of some second homes and new arrivals;
- Lack of a written, public destination strategy development;
- Development of offers in the field of cycling and mountain biking;
- Few contact points and offers for young people;
- The average length of stay (4.1) and the gross bed occupancy rate (33.4%) could be higher;

Opportunities

- Expansion of non-snow-dependent activities (paragliding already plays a very important role);
- New activities that are not dependent on skiing can build on existing activities and resources;
- There is a willingness and readiness on the part of the stakeholders for joint sustainable development;
- Close cooperation between the lift operators and the tourism association to develop a profitable transition strategy;
- Further development of the destination principle guiding "All the time in the world" for target groups for "deceleration";
- Improvement of stakeholder communication;
- Clarification of the positioning;
- Further development of the topic of sustainable mobility;
- Collaboration and integration and improved community engagement;

Risks

- Great dependence on a few committed stakeholders;
- Earlier offers such as the SAMO Card have become more complex;
- Highest bed occupancy in 3- and 4-star hotels (57.11% and 56.9%)
- Challenges for private room rental offers;
- Major challenge in the management of visitors day;

- Difficulties in involving all stakeholders in participatory processes due to internal fragmentation;
- Some strong discussions about new tourism projects;

1.4. Definition of problems

In the course of the participation process in connection with the BeyondSnow project, challenges and problems were identified that on the one hand influenced the project work and on the other hand, looking to the future, can be seen as obstacles to the development towards a resilient community and tourism destination.

The following topics were defined as the main problems:

- **Stakeholder communication:** Communication and cooperation between all stakeholders was identified as a key issue that could be improved. Due to the very active and committed nature of some stakeholders who are committed to community issues and participate in projects and initiatives, most interest groups can be covered, but there are some relevant ones that are missing.
- **Lack of interest from some key stakeholders:** At the beginning of the project, a great deal of persuasion was required to achieve broad acceptance and interest in the project among the various local stakeholders. The reasons for this were presumably negative experiences and disappointed expectations from other projects in the past.
- **Political change in the mayor's office:** The change of mayoral office from Dr Peter Brandauer to Kurt Daxer (both ÖVP) in March 2024 caused delays in processes, as new responsibilities and competencies after 35 years in office had to be organised. After a few months of transition, the project was able to continue without any difficulties.

The following issues have influenced the project as secondary problems

- Development of accommodation structure towards large hotels, influence on the structure of decision-makers (fewer private landlords);
- Tauern motorway construction site - impact on long-term planning, influence on day visitors;
- Profiling Soft mobility has changed, adjustments need to be fundamentally reconsidered,
- Clear profiling meets different opinions and can be reinforced;
- Lack of broad acceptance and delay in the construction of a new hotel complex, but may be a future influencing factor;

- Partially poor integration of newcomers into the village community, no participation/no interest, resentment towards tourism;
- Possible need for further development of the target groups;

2. Vision and goals

The wide range of activities in the Werfenweng pilot area described in the previous chapters laid the foundation for the development of this climate change adaptation strategy. The measures analysed and the participation process carried out were used to a concrete vision with objectives and related fields of action and to develop project ideas.

2.1. The vision for Werfenweng

Werfenweng envisions a sustainable tourism future with year-round, climate-resilient activities that continue in winter as long as the snow allows, focussing on families, recreation seekers and gentle tourism that reduces CO₂ pollution and promotes a deep connection to nature.

2.2. The destinations for Werfenweng

2.3.1 Overarching objectives

Future-oriented endeavours were formulated of the project's general and overarching objectives, which appear to make sense for all Alpine pilot regions. These include reducing snow dependency, strengthening the resilience of the pilot areas and maintaining or increasing their viability for the inhabitants and their attractiveness to tourists.

2.3.2 Local goals

In addition, three objectives were defined for Werfenweng in the local area of influence

- Ensuring attractive year-round tourism
- The design of habitat management
- Resilience-orientated further development of external communication

In order to move from theory to practice and realise these goals, two to four fields of action were identified for each goal, which underline very specific topics and make the goals more tangible. They relate to tourism offers, culture and events, local stakeholders and their attitude towards tourism, marketing, and the image of Werfenweng.

3. Fields of action, measures, and project ideas

Fields of action are interrelated task complexes that link social and individual problems in a multidimensional way in order to represent dimensions for solving a problem. Specific measures must then be defined to achieve certain objectives behind these fields of action. These were developed in the workshops and in relation to the formulated fields of action. Some of these are considerations and collected ideas that still need to be further elaborated and have not yet been finally decided to be pursued, as well as concrete measures and project ideas with broad support.

3.1. Field of action 1: Further development of snow services

As skiing and other snow-related activities in Werfenweng will continue to be in high demand over the next few decades, the offer should be developed further in a sustainable manner. Offers and processes are to be created with which one can react to changing snow conditions or other unfavourable framework conditions.

Possible measures, project ideas

- Development of new cable car offers such as an early morning tariff or new combination offers;
- Making the offer around the more attractive Dorfbahn incl. the DEIN BERG area at Rosnerköpfl by developing a holistic concept;
- Development of ideas in the area of personnel management concerning possibilities for versatile deployment, sometimes in several areas of expertise (deployment of "all-rounders");
- Expansion of the catering offer in the ski areas or "on the mountain" (see also field of action 3);

Priority and feasibility

The further development and adaptation to climate change influences and other changing framework conditions have a high priority and are already being implemented and will continue to be pursued. The main players here are the cable car operators, the tourism association and the municipality. In some cases, very high investment costs are estimated to be necessary in order to implement measures and developments.

3.2. Field of action 2: Expansion of the snow-independent outdoor programme

In the winter months, there is a high dependency on climate change-sensitive activities such as ski tourism and snow-related offers, which are already complemented by a variety of snow-independent offers. Further additions are possible here and can further promote the diversification and attractiveness of the destination. Catering and events are presented as separate fields of action.

Possible measures, project ideas

- (Further) development and marketing of the walking and hiking trails (water trail, climate trail, nature trail, fairytale trail, etc.);
- (Further) offers development and marketing in the areas of nature, health, tranquillity and slowing down (yoga, forest, internet-free activities, etc.);
- (Further) offers and development of marketing in the area of sustainability (plastic-free competition, tree-planting campaign, exhibition on the topic of sustainability);
- (Further) offers development and marketing of water-related (water hiking trail, children's mud games, environmental education, dams);
- (Further) offers development and marketing in the field of active tourism (fitness trail, archery, summer and winter biathlon);
- Positioning on the topic of mountain offers and, if necessary, (further) development;
- Offers in the field of art and staging (e.g. climate box, golden climate staircase, climate circus, LED avatar hike);

Priority and feasibility

The priority of this field of action is also high, but not all of these collected project ideas and measures are equally prioritised and require further elaboration. The feasibility varies from rather manageable financial resources in most cases to uncomplicated realisation. This depends on how the project is organised and the decisions made by the responsible stakeholders.

The topic of "water hiking" was developed further as a concrete idea and a tourist offer was developed.

Product development "Water hiking"

<p>Description Development of a path that takes up the topic of water at several stations in the village, makes it visible and tangible and combines theory with experience.</p> <p>Possible stations:</p> <ul style="list-style-type: none"> • Start within the Zaglaustraße at the weir (building a dam, treading water, "Kneipp" activities, feeling the different surfaces) • Route along the stream towards the village (see and feel nature, "awaken the child in you") • Include bathing lake in the direction of the reservoir • Spazierhimmel to the bridge (short loop) or continue to Pfarrwerfen (Wenger Graben; long loop) <p>In addition to history and water as an element, topics such as environmental protection and nature conservation, climate change or drinking water can be integrated as themes. Possible combination with Werfenweng Card and admission to the swimming lake.</p>	<p>Target groups</p> <ul style="list-style-type: none"> • Families • Movers and shakers • Peace seekers • for all ages <p>The challenges</p> <ul style="list-style-type: none"> • Care of the stations • Dealing with pollution and waste <p>Advantages</p> <ul style="list-style-type: none"> • Existing resources and locations are utilised • Simple implementation • Flexible and variable utilisation
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First steps Concrete elaboration and planning of the route, impulse boards with description and animation to experience, information boards at places with history (e.g. Altes E-Werk).	Time horizon for implementation <input checked="" type="checkbox"/> 1 year (2025) <input type="checkbox"/> 2 to 3 years (2027) <input type="checkbox"/> > 3 years (from 2028)
Who is needed for the implementation Landowners, municipality, tourism, neighbouring communities, adventure educators, physiotherapists, and health experts.	Budget estimation <input checked="" type="checkbox"/> < EUR 10,000 <input type="checkbox"/> 10,000-100,000 EUR <input type="checkbox"/> > EUR 100,000

Ideas were also developed for a tourism product that combines several offers and would be possible in different variants (packages).

Combined offer "Adventure Day in Werfenweng"

Description A day full of experiences in Werfenweng that are combined in an interesting way and offer a full programme in which everything can be coordinated and adapted to different needs and interests. Possible programme items: <ul style="list-style-type: none"> • 6:00 am Start with a hike to Bischling with hiking guide Waltraud • 8.30 am Sunrise breakfast at the top of the mountain • 10:16 am Paragliding flight as a tandem flight / alternatively hike back to the valley with a hiking guide / alternatively descent by cable car A new offer under the term "nature watching". Possibly interesting for groups such as scouts or companies for team-building events; the combination can be varied, e.g. trail running instead of hiking or cable car use instead of paragliding; it can also be customised for individuals in a group so that they do one part together and one part separately. The Ladenberg area could be utilised. Breakfast could also be offered as an outdoor picnic with a basket and regional specialties.	Target groups <ul style="list-style-type: none"> • Sports enthusiasts among young adults • Couple • Small groups • Possibly also families • All interested parties The challenges <ul style="list-style-type: none"> • Processing the booking • Coordination between stakeholders Advantages <ul style="list-style-type: none"> • Several stakeholders benefit from this offer • No additional expense for individual providers • New target group • Integration of locals • Something extraordinary
First steps Arrange an appointment for an initial meeting with the stakeholders involved and any other interested parties, develop a concept, check demand	Time horizon for implementation <input checked="" type="checkbox"/> 1 year (2025) <input type="checkbox"/> 2 to 3 years (2027) <input type="checkbox"/> > 3 years (from 2028)
Who is needed for the implementation	Budget estimation <input checked="" type="checkbox"/> < EUR 10,000

Mountain railways, flying dinosaurs, hiking guide, Bischling,
Fly Tandem AustriaFly

☐ 10,000-100,000 EUR
☐ > EUR 100,000

3.3. Field of action 3: Activation and expansion of the catering offer

There are currently too few catering establishments and a lack of catering for the needs of different target groups. The lack of gastronomic offerings, especially on the mountain, is an important issue that can also have an impact and direct influence on other offerings, as well as contributing to the attractiveness of Werfenweng for both tourists and locals.

Possible measures, project ideas

- Development of a concept for catering development in Werfenweng;
- Development of gastronomic offers on the mountain (alpine pastures, ski areas);
- Development of possible support measures (staff sharing models, flexible opening hours, etc.);
- Strengthening location marketing efforts;

Priority and feasibility

This area of action is also a high priority. A few new offers are already being developed. In addition to traditional offers in the valley or on the mountain pastures, an idea has been developed to create a mobile catering offer that would be innovative and flexible.

Offer "Foodtruck snowcat"

Description

Development of a mobile catering offer in the ski area, which can change location as required and be used flexibly.

Realisation ideas

- Location at the exit at the pumping station
- The aim is to sell snacks for consumption "standing up" such as Bosna (fried sausage), coffee etc.
- An old snow groomer could be used to sell food based on the concept of "food trucks"
- Can also be used as a "drive-through" on skis
- The food on offer should be produced as regionally as possible (local meat, for example)
- Possibly need for a WC container in the neighbourhood
- In summer, the offer can also be used at events
- Marketing use for Instagram, creative staging, interactive use "Find the food truck"

Target groups

- All

The challenges

- WC
- Crockery, deposit?
- Fast but good food

Advantages

- Quick, uncomplicated food for in-between meals
- Closes the gap in demand
- Sustainable "re-use" of the snow groomer
- Flexibility due to changing location
- Innovative, USP, press-ready

First steps <ul style="list-style-type: none"> • Financing? • Technical realisation • Security concept • Find an operator • Creation of a concrete "construction plan" <p>Authorisation for catering services, specialist company required, reconsideration of the sanitary facilities and waste concept</p>	Time horizon for implementation <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1 year (2025) <input type="checkbox"/> 2 to 3 years (2027) <input type="checkbox"/> > 3 years (from 2028)
Who is needed for the implementation Mountain railways, operator, tourism association	Budget estimation <ul style="list-style-type: none"> <input type="checkbox"/> < EUR 10,000 <input checked="" type="checkbox"/> 10,000-100,000 EUR <input type="checkbox"/> > EUR 100,000

3.4. Field of action 4: Culture and diversification of the event programme

There are currently several events in the area of folk culture, such as the “Werfenwenger Weis” or the Advent market, as well as large international events with a sporting connection (Erztrophy ski touring race, trail running event, sled dog race). A regular event format in summer is the so-called village evening, which is organised on various themes and has an entertaining character. Further events could supplement the tourism offer all year round, extend the length of stay in some cases and the offer for local people improve as a social meeting point.

Possible measures, project ideas

- Development of an event concept including target groups and event topics
- Realisation of further events in the areas of culture, sport and music, such as concerts, sporting events, open days, readings or cultural events in the interests of the target groups;
- Further development of the square concerts;
- Events and activities with the ski museum, offers on the subject of skiing as a cultural asset, historical background;
- Events at the DUADO Dialogue House;

Priority and feasibility

The priority of this field of action is medium. The further development of existing formats can already bring about an improvement, and the addition and establishment of new events can follow.

The project idea for a series of events was developed in the workshop:

Project idea "Series of events in May"

<p>Description Offering a series of events in May that combine culinary delights, customs and music.</p> <ul style="list-style-type: none"> • Possible name: "Culinary Roas" with stops throughout the town • Offer sustainable local transport without private cars and shuttle bus service from neighbouring municipalities • Utilisation of the shoulder season and attraction of tourists especially during this time • Promoting dialogue between locals and tourists • Target group of city dwellers very interesting (Salzburg) • Many stakeholders can be involved (accommodation providers, music, clubs) • Incentive for gastronomy in the off-season 	<p>Target groups</p> <ul style="list-style-type: none"> • Locals, tourists, Salzburg province + <p>The challenges</p> <ul style="list-style-type: none"> • Convincing companies • Organising an attractive event • Find a good overarching theme • Weather resistance? • Dates clash with public holidays <p>Advantages</p> <ul style="list-style-type: none"> • Strengthen low season • Event for locals (increase satisfaction and acceptance of tourism) • Added value for the catering trade • A good in terms of time
<p>First steps</p> <ul style="list-style-type: none"> • Find interested companies and brainstorm • Develop and plan a concept • Coordination with other events 	<p>Time horizon for implementation</p> <p><input checked="" type="checkbox"/> 1 year (2025)</p> <p><input type="checkbox"/> 2 to 3 years (2027)</p> <p><input type="checkbox"/> > 3 years (from 2028)</p>
<p>Who is needed for the implementation Companies, TVB, municipality, clubs, mountain railways, marketing</p>	<p>Budget estimation</p> <p><input type="checkbox"/> < EUR 10,000</p> <p><input checked="" type="checkbox"/> 10,000-100,000 EUR</p> <p><input type="checkbox"/> > EUR 100,000</p>

3.5. Field of action 5: Active and integrated players in the tourism community

Currently, there is active engagement and regular dialogue as well as motivated participation in participatory processes only by too few stakeholders; there is a lack of offers for structured exchange opportunities. There is resistance and scepticism towards participatory projects due to unsatisfactory experiences in the past.

The following formats currently exist for stakeholder communication: newsletter "Info-Mail", quick information to businesses via WhatsApp groups (structured according to target groups) - here the flow of information also works reciprocally, social media channels, blog, dialogue formats in "regulars' table form", general meeting/tourism evening, performance/annual reports (TVB Werfenweng and Alpine Pearls).

Possible measures, project ideas

- Initiation of a platform for the promotion of stakeholder communication through structured stakeholder exchange in order to facilitate meaningful cooperation;
- Involvement of a wider circle of stakeholders in tourism planning and decision-making processes through the development of events and joint meetings;
- Creation or expansion of meeting places in the community for locals (including for young people and families), e.g. at DUADO;
- Maintaining/developing attractive, year-round working conditions for the (tourist) labour force;
- More coordination with different formats and channels;
- Use events: Conduct at the annual general meeting on site (anonymous picture of the mood; survey of specific projects; some questions can Mentimeter surveys every year as a barometer of the mood remain the same); supporting programme at the general meeting;
- Promote dialogue with locals (with a concept behind it, more binding form, good culture of conversation); more networking with locals - "breaking down walls and opening doors" - provide more information about offers for the population, e.g. breakfast in hotels accessible to all; offers and events for locals in hotels;
- Set up database/data channel, expand the self-service area for data access for members (information e.g. make analyses yourself);
- More information about tourism in the municipal newspaper (provide separate pages); more involvement of tourism professionals in the municipality/politics (e.g. functions in the municipal council);
- Pick up individual stakeholder groups: landlord exchange/landlord round table (e.g. with rotating host role), address/integrate farmers and landowners more strongly;

Priority and feasibility

The priority of this field of action is high. In order to remain a resilient tourism destination in the long term and to maintain the broad support of the local population for tourism and the community, integrated stakeholders and good cohesion and cooperation are required. As emphasised in the workshops, locals can be integrated better and more often. Especially in relatively small communities, personal contact and exchange are very important.

3.6. Field of action 6: Promoting a local tourism mindset

Dissatisfaction and a lack of support or a negative attitude towards Werfenweng as a tourist destination can arise due to a variety of factors such as a lack of participation, but also a lack of

interest in civil society involvement and changes in the structure of the population. Measures should be taken to promote acceptance of tourism and co-operation.

Possible measures, project ideas

- Improve communication flows and offer information events to improve the acceptance of tourism;
- Exchange of subjective perceptions and joint discussion of acceptable strategies and practices;
- Development of other offers that are aimed in particular at locals and offer them benefits such as the Werfenweng Card for locals;
- Development of attractive infrastructure for locals (catering, events, natural playground, etc.)

Priority and feasibility

The field of action is highly prioritised; it remains to be seen which measures will be prioritised in order to tackle the funding.

In the workshop, the idea of the Werfenweng Card for locals was further elaborated, for which further steps and framework conditions must be examined.

Werfenweng Card for locals

<p>Description A benefit card based on the concept of the guest card, in this case the Werfenweng Card (WWC), but customised and designed attractively for the target group of locals.</p> <p>Possible components/offers of the card:</p> <ul style="list-style-type: none"> • Soft mobility offers openly or limited to hours. • Hikes/guided tours/difficult tours • Swimming lake open or discounted • Open or discounted trail use • Mountain railway discounts/ Your mountain discounts • Holiday activities • Useful for the entire region to make it more attractive 	<p>Target groups</p> <ul style="list-style-type: none"> • Locals (main residence, employees) <p>The challenges</p> <ul style="list-style-type: none"> • Dealing with persons with a secondary residence • Differentiation/two cards for tourists and locals? • Financing <p>Advantages</p> <ul style="list-style-type: none"> • Increased acceptance of tourism among locals
<p>First steps</p> <ul style="list-style-type: none"> • Conversation with the community • Check budget • Query which services • Analysing demand and willingness to pay 	<p>Time horizon for implementation</p> <p><input checked="" type="checkbox"/> 1 year (2025)</p> <p><input type="checkbox"/> 2 to 3 years (2027)</p> <p><input type="checkbox"/> > 3 years (from 2028)</p>
<p>Who is needed for the implementation TVB, municipality, stakeholders</p>	<p>Budget estimation</p> <p><input type="checkbox"/> < 10,000 EUR</p> <p><input checked="" type="checkbox"/> 10,000-100,000 EUR</p>

3.7. Field of action 7: Target groups and PR/marketing

The main target group of families is currently being in Werfenweng successfully addressed in marketing, and many offers are accordingly designed for this (family hotel, offers such as the swimming lake or "DEIN BERG"). In general, communication with guests seems to become more difficult in times of climate change. Due to the sometimes negative headlines about winter sports, destinations have to deal with criticism and convince their target groups of their offer. New target groups can offer the potential for new developments and opportunities for all stakeholders.

Possible measures, project ideas

- Updating the target groups and deciding which should be actively addressed and which may not be among the main target groups;
- Further development of target groups, markets, and USP;
- Intensification of marketing efforts towards a new target group - e.g. children, health-conscious holidaymakers or senior citizens
- Utilisation of the media training carried out in the BeyondSnow project on dealing with communication and passing on knowledge and use by marketing staff and decision-makers (spokespersons);

Priority and feasibility

The priority of the field of action is high and is constantly being worked on; a change in target groups or marketing is not highly prioritised and is not considered necessary.

Ideas for new target groups were developed in the workshop:

New potential target groups: Those seeking peace and quiet; "Quiet and active"; small children, seniors citizens

<p>Description</p> <p>Werfenweng, with its nature offers, quiet location and positioning with the slogan "All the time in the world", offers ideal conditions to appeal to the target group of people who are looking for peace and quiet from everyday life, who want to "get out" and "switch off".</p> <p>This can be supplemented with the "Active but calm" target group, who are also looking for peace and quiet, but rather than want to rest actively.</p>	<p>Target groups</p> <ul style="list-style-type: none"> • Peace seekers • Infants (under 6 years) • "Active but calm" • Senior citizens <p>The challenges</p> <ul style="list-style-type: none"> • Application from many target groups • Better signposting on the hikes
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<p>People with small children could also be an interesting target group.</p> <p>Ideas for offers:</p> <ul style="list-style-type: none"> • Reactivate fairytale hikes, give insider tips from locals, sensory hikes, baking with farmers, forest tours with tastings along the way. • Possibly unusual offers such as "mobile phone-free" hikes, information boards then only analogue or with audio/for reading • Use fairy tale figures for children, possibly with QR codes, develop a legend trail. <p>Can be combined with the Werfenweng Card for various target groups.</p>	<ul style="list-style-type: none"> • Decision between analogue and digital (QR code) information signs • Requirements of these target groups are quite different <p>Advantages</p> <ul style="list-style-type: none"> • Targeted activities for the respective target group • Expansion of the guest address • Existing resources for offers
<p>First steps</p> <ul style="list-style-type: none"> • Considerations on advantages and feasibility • Overall concept for "peace seekers" 	<p>Time horizon for implementation</p> <p><input checked="" type="checkbox"/> 1 year (2025)</p> <p><input type="checkbox"/> 2 to 3 years (2027)</p> <p><input type="checkbox"/> > 3 years (from 2028)</p>
<p>Who is needed for the implementation</p> <p>TVB, stakeholders, hiking guide, building</p>	<p>Budget estimation</p> <p><input type="checkbox"/> < EUR 10,000</p> <p><input checked="" type="checkbox"/> 10,000-100,000 EUR</p> <p><input type="checkbox"/> > EUR 100,000</p>

3.8. Field of action 8: Strengthening the image as a sustainable tourism destination

Werfenweng has for years been known as a model region for sustainable mobility concepts, is a founding member of the Alpine Pearls network and is successfully positioning itself as a destination for sustainable, gentle tourism. Due to its location at the head of the valley, the surrounding area is tranquillity characterised by impressive mountain scenery and, around 50% of the total area of Werfenweng is a designated nature reserve. Due to trends, but also a growing awareness, there are more and more destinations that are also endeavouring to achieve sustainability, gentle mobility and environmentally friendly management. In order to set itself apart from other destinations in the long term and position itself resiliently, measures always have to be developed further and can be taken to anchor the topic of sustainability even more firmly in a future-orientated manner and maintain its image as a pioneer.

Possible measures, project ideas

- Updating and sharpening the positioning (public access/mobility theme/sustainability as USP?);

- Further development of the mobility topic (existing concept)¹
- Creation of a sustainability strategy for the destination;
- Improved handling of the press and critical reporting to improve the image and successful external presentation of sustainable tourism practices in Werfenweng
- Nudging measures to steer tourist behaviour towards environmentally friendly and responsible behaviour;

Priority and feasibility

This field of action is highly prioritised as it already plays an important role and is an essential part of the work of the Werfenweng Tourism Association.

3.9. Supplementary considerations on fields of action

The workshops also discussed as a digitalisation field of action, in particular the use of artificial intelligence and its advantages and disadvantages. As a conclusion, it was agreed that the topic was not necessarily seen as necessary as an independent field of action, but that it urgently needed to be considered in all other topics as a component of communication and organisation, such as ticket booking, travel information and the use of QR codes on information media.

3.10. Identification of the pilot actions

On the basis of the fields of action that had been developed, and in view of the time frame for realisation and the budget for the project, the pilot actions were considered and discussed. It was determined in the workshops that implementation would only work with motivation and realistic approaches to convince the stakeholders involved and to ensure the sustainability of the initiative.

The following pilot activities are planned in the pilot region of Werfenweng:

1st pilot activity: Development of a new tourism product under the title 'BeyondSnow Wasser Erlebniswelt' (BeyondSnow Water Adventure World)

In Werfenweng, an innovative offer is being developed and implemented as a pilot activity under the title 'BeyondSnow Wasser Erlebniswelt' (working title).

The topic of water is used to develop a new tourism offer that combines the focus topics of the BeyondSnow project:

- Expansion of the tourism offer in the pilot region
- Making the low season more attractive and focusing on year-round tourism

¹ As the topic of mobility is a general focal point in Werfenweng, it is also categorised as essential in connection with BeyondSnow and sustainability efforts. It is already considered intensively in existing concepts and will not be discussed further here.

- Raising awareness of resilience and climate change in a tourist region
- Promoting cooperation between regions and partners

Guided hikes are planned, during which sights and natural wonders in Werfenweng and Bischofshofen can be discovered with a focus on water, enabling various combinations and programmes. The offer is aimed at the target group of nature-loving tourists, families and locals, to raise awareness of climate change and the sustainable use of natural resources. The flexible concept and the cross-cutting topic of water make it possible to offer various combinations. The offer is intended to provide a new unique opportunity to experience the region sustainably and promote cooperation between the municipality of Werfenweng and the neighbouring town of Bischofshofen. During the tour, information on the BeyondSnow topics is provided in an interesting way and methods of education for sustainable development are used. This pilot activity is one of the project ideas developed in the workshop under the field of action 2 'Expansion of the snow-independent outdoor programme'.

2. pilot activity: Promoting networking and cooperation among stakeholders

A central topic is improving networking and promoting communication between the stakeholders to enhance collaboration and the steps towards resilience and sustainability in the destination. In addition to the first pilot activity, which is prioritised and indirectly supports this second activity, further activities are planned that contribute to improving networking and activating local stakeholders. In the strategy, this falls under the field of action 5 'Active and integrated stakeholders in the tourism community'.

4. Outlook and realisation plan

Product development is expected to take place over the next few months, with planning and fine-tuning of offers and activities. The plan is to launch the offer from May or June 2025, as soon as the hiking trails and attractions are accessible. Until then, various aspects need to be developed, such as the detailed planning of the routes, the cooperation with local partners, and the marketing strategy. This also includes the creation of advertising materials and the creation of communication and online presence.

Contents and costs:

1. Research, planning & concept:
 - Costs for working with experts to develop the concept and plan the activities, as well as create information materials.
 - Costs: approx. €5,000

2. Coordination with partners:

- Coordination and collaboration with local service providers (e.g. hiking guides, museums, cable cars, transport service providers).
- Costs: approx. €2,500

3. Marketing and advertising:

- Development of a communication concept
- Development of advertising materials such as flyers, social media content and integration into various websites (partners).
- Costs: approx. €5,000

4. Implementation:

- Appointment coordination, hiring of hiking guides and external partners, advertising and booking management, payment processing and settlement.
- Costs: approx. €2,500

Due to the available project budget, it is planned to cover the costs for areas 1 and 3, as well as to collaborate on point 2 (coordination and cooperation with partners). The project managers of Alpine Pearls and the main contact person, the Werfenweng Tourist Office, are responsible for this, working in close cooperation with the relevant stakeholders. The Werfenweng Tourist Office is responsible for organising and running the hike.

Strategy at a glance

Werfenweng is a destination with holistic, sustainable, year-round, climate-resistant activities that appeal to families and others seeking relaxation, reduce CO2 emissions and strengthen the connection to nature.

3 Objectives:

Ensuring attractive year-round tourism

Design of habitat management

Resilience-orientated external communication

Field of action 1

Further development of snow services

- Development of new cable car services;
- Attractiveness of the offer around the „Dorfbahn“ and DEIN BERG area;
- Development of ideas in the area of personnel management;
- Expansion of the catering offer in the ski resorts;

Field of action 2

Expansion of the snow-independent outdoor programme

- Product (further) development and marketing in the areas of Walking and hiking trails
- Nature
- Sustainability
- Water
- Active tourism
- Cycling & MTB
- Art and staging

Field of action 3

Activation and expansion of the catering offer

- Development of a concept for catering development;
- Development of catering offers on the mountain (mobile);
- Supporting measures in personnel management;
- Strengthening location marketing efforts;

Field of action 4

Culture and diversification of the event programme

- Development of an event concept including target groups and event topics;
- Further development of the square concerts; Events and activities with the ski museum, offers on the subject of skiing as a cultural asset, historical background;
- Events at the dialogue house DUADO;

Field of action 5

Active and integrated players in the tourism community

- Revision and improved coordination of different formats and channels;
- Involvement of a larger group of stakeholders in tourism planning and decision-making processes;
- Creating or supplementing meeting places in the community for locals;
- Maintenance/ development of attractive, year-round working conditions;

Field of action 6

Promotion of local tourism awareness

- Improving communication flows;
- Exchange of subjective perceptions and joint discussion of acceptable strategies and practices;
- Development of other offers aimed in particular at local residents;
- Development of attractive infrastructure for locals;

Field of action 7

Target groups and PR/marketing

- Updating the target groups and, if necessary, expanding them to include new target groups;
- Further development of target groups, markets, USP;
- Use of media training;

Field of action 8

Strengthening the image as a sustainable tourism destination

- Updating and sharpening the positioning;
- Creation of a sustainability strategy for the destination;
- Further development for sustainable mobility;
- Improved handling of the press and critical reporting;
- Nudging measures towards more sustainable behaviour;