



University of Arts in Belgrade

~ Center for Interdisciplinary Studies ~

and

UNIVERSITÉ **LUMIÈRE** LYON 2
UNIVERSITÉ DE LYON

~ Institut de la Communication ~

UNESCO Chair in Cultural Policy and Management

Master thesis:

**Cultural Heritage as an Agent of Local Community and
Cultural Tourism Development. Case Study: Bač**

**Kulturno nasleđe kao nosilac razvoja lokalne zajednice i
kulturnog turizma. Studija slučaja: Bač**

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Belgrade, September 2015

Acknowledgments

I would like to thank all the people who contributed to the realization of this work. I express my warm thanks to Slavica Vujović and Nataša Bulut from Provincial Institute for Protection of Cultural Monuments, Petrovaradin, and Marina Balaban from Tourist Office of Bač municipality who were very keen to help me, providing me with necessary insights, information, literature and discussions. I would also like to acknowledge the support of my teaching assistant Goran Tomka for his advice and stimulating discussions.

Since my focus during research was on the local community, it would not have been possible to write this thesis without the willingness and participation of the kind local people from Bač with whom I enjoyed spending time. Furthermore, I offer my regards to all my friends and colleagues for their immense support and encouragement through both happy and difficult moments, among whom special thanks go to my best friend Sandra.

Last but not least, my greatest gratitude goes to my mentor, professor Dragica Tomka for all her suggestions, knowledge, ideas and advice, as well as for her continuous support and motivation.

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Abstract

The importance of cultural heritage as well as of cultural tourism, which is one of the major growth markets in global tourism, is growing in the world undergoing globalization. Culture and heritage tourism have been gaining importance not only for their economic gains but due to their more sustainable approaches. Cultural tourism brings increased revenue to the heritage sites and to the community that hosts it and is in many examples considered as a potential engine of local development, especially in terms of the regions struggling to maintain a favorable balance of their rural and local economies. Moreover, the concepts of sustainability and community involvement in the tourism development process have come to the forefront, placing local people at the center of development. World practices of development of small towns and authentic spaces driven by culture and tourism show that it is possible for the presentation of cultural heritage to include the local communities, provide them with benefits, but also to give the tourists multilayered and rich experience.

This thesis examines the case of Bač, a small town in the south-west of Serbia, with the aim to explore if such significant value of cultural heritage in Bač can be the driving force for development of tourism, particularly of cultural tourism, and in that way be the engine (leader) of local community development. Moreover, to explore if such value and position of cultural heritage is recognized by a local community. The entire area has not historically been oriented towards tourism and despite the fact that significant investments regarding cultural heritage were made in previous years, the existing tourist offer in Bač is not adequately developed and affirmed, given the potential and opportunities for tourism development. On one hand, there is rich cultural heritage whose significance goes beyond the local level, whereas on the other hand there is general underdevelopment which local community faces. Hence, the main research question in this thesis is: Can cultural heritage be the driving force of the tourism development, particularly cultural tourism, and thus instigating the development of the local community as well?

In addition, other questions are addressed in the thesis:

- Who are the main actors in the tourism field and the decision-makers?

- Who manages the cultural heritage and are there any disagreements about the conditions of protected cultural heritage's use? Can that endanger tourism presentation and cause demotivation of local community involvement and their willingness to invest in tourism development?

- How do local authorities and actors in the tourism field perceive the image of Bač, and related to that, do they think that tourism development in Bač should be based on narrowly focused cultural tourism or on a wider tourist offer?

- How do the representatives of local community perceive the image of Bač, and is it based on cultural heritage?

- What are the attitudes of locals towards tourism industry?

- Is the attractiveness of the Bač Fortress and the Franciscan monastery a sufficient motive for the local community involvement to provide complementary services to tourists?

- What are the main problems regarding tourism development?

The research involved the development of theoretical background consisting of tourism phenomena, concepts of cultural tourism, sustainability and community-based tourism, then the analysis of tourism development of a given case including resources presentation, brief review of the legislative framework, tourism offer with reference to the use and importance of cultural heritage, as well as exploratory research during which the semi-structural interviews have been used as a basic research technique.

The conclusions of this work imply that according to the theory and examples of good practice in the world, in areas like Bač, development strategy based on cultural heritage can be considered as one of the possible solutions. The results of exploratory research suggest that there is the absence of local initiative for the development of culture and tourism. Thus, in order to develop cultural tourism, local community should perceive and recognize cultural heritage from a different aspect and beside its significance and attractiveness, to see it in a more beneficial way as an economic resource. Considering the research and obtained results, the recommendations and directions for tourism development are given based on the involvement of local community.

Key words: cultural heritage, cultural tourism, local community development

Résumé

Le tourisme a souvent assumé un rôle majeur, vital même, dans le développement de différentes destinations autour du globe, et la culture s'est souvent révélée une ressource essentielle pour le développement touristique. En outre, dans un contexte planétaire marqué par un processus de mondialisation, le patrimoine culturel ne fait que croître en importance, tout comme le tourisme culturel, qui est dans le secteur du tourisme, à l'échelle du globe, l'un des principaux marchés en croissance. Le tourisme culturel et patrimonial, en effet, a pris de l'importance non seulement en raison de ses bénéfices économiques, mais aussi du fait d'approches davantage axées sur la durabilité. Le patrimoine informe l'identité des populations locales, en même temps qu'il fascine et attire les visiteurs extérieurs. Le tourisme culturel apporte des revenus supplémentaires aux sites patrimoniaux, ainsi qu'aux communautés qui abritent ces derniers. De nombreux exemples montrent qu'il peut être regardé comme un éventuel moteur du développement local, en particulier dans le contexte de régions qui peinent à maintenir un équilibre favorable de leur économie, aussi bien rurale que locale. De plus, les concepts de durabilité et d'implication des communautés dans le processus de développement touristique ont pris le devant de la scène, replaçant les populations locales au cœur du développement. De ce fait, le développement du tourisme est fortement relié aux activités des communautés locales, et le processus de développement touristique au sein des collectivités locales devrait aller main dans la main avec le processus de développement des collectivités. Il devrait donc s'agir de développer des produits touristiques qui offrent un gain aux populations locales à travers l'activité touristique, ce qui ne peut être accompli qu'en évaluant leur culture, leur histoire, leur territoire, leur ressources naturelles et leur travail. Dans le monde entier, des politiques et des pratiques de développement de petites villes et d'espaces authentiques montrent qu'il est possible d'inclure les collectivités locales et les communautés dans la présentation du patrimoine culturel, et de leur apporter ainsi des bénéfices certains, tout en offrant aux touristes une expérience riche et multidimensionnelle.

Le présent mémoire se penche sur l'étude du cas de Bač, une petite ville située au sud-ouest de la Bačka, une sous-région de la province autonome de Voïvodine (la partie nord de la Serbie). Outre sa population multiethnique, l'endroit est caractérisé par les nombreuses strates de son patrimoine culturel, qui s'est développé de façon continue au long de huit millénaires, et qui

fait l'objet d'un classement en tant que patrimoine de valeur exceptionnelle, dont les différents segments sont présentés comme les composantes multiples, et de types variés, d'un même corps ou *corpus*, constituant ensemble un paysage culturel. Le patrimoine architectural qui est parvenu jusqu'à nous, et qui a été préservé, manifeste en effet les influences de l'art roman, du gothique, de la Renaissance et de l'art islamique, ainsi que du baroque, offrant ainsi un témoignage indéniable de la diversité culturelle, entrelaçant et reliant entre elles les cultures des Balkans et de l'Occident. Outre ce précieux patrimoine, les circonstances historiques particulières qui ont marqué le développement de la ville font de Bač et de ses environs un lieu unique, qui a été placé en 2010 sur les listes indicatives de l'UNESCO.

L'objectif du présent mémoire est de se demander si une valeur aussi significative que le patrimoine de Bač peut devenir un axe majeur et une force motrice pour le développement du tourisme, et de cette façon être un moteur du développement de la communauté locale dans un sens plus large. En outre, il s'agit de déterminer si cette valeur et cette position du patrimoine culturel sont pleinement reconnues par la population locale.

Afin de remplir cet objectif principal, la présente recherche s'est donnée une série de tâches :

- 1) Cartographie ou inventaire des ressources culturelles et touristiques.
- 2) Évaluation de l'utilisation des ressources et de leur potentiel à des fins touristiques
- 3) Identification de l'ensemble des acteurs et intervenants dans le domaine du tourisme
- 4) Analyse de l'état actuel du développement touristique
- 5) Détermination de l'image de Bač telle qu'elle est perçue par les populations locales et par les acteurs locaux du développement touristique.
- 6) Examen de l'attitude des communautés locales vis-à-vis du développement touristique.
- 7) Examen de l'action des décideurs et des principales autorités locales en ce qui concerne le tourisme.

Bien que de nombreux documents législatifs reconnaissent dans le tourisme une opportunité de développement futur, la région dans son ensemble n'a pas été historiquement orientée vers le tourisme. Au cours des dernières années, cependant, l'importance de la région a été peu à peu reconnue, et des investissements importants ont été consentis en ce qui concerne le patrimoine culturel ; dans ce contexte, le projet le plus remarquable s'intitule *Development project of integrative protection « Centuries of Bač »* (« Siècles de Bač » - Projet de développement d'une protection intégrative), et s'est jusqu'à présent concentré sur la protection et la préservation des monuments les plus significatifs. Pour autant, l'offre touristique existante n'est pas développée et mise en avant de façon adéquate à Bač, étant donné le potentiel et les opportunités présentes en matière de développement touristique. Ceci soulève le problème de la qualité de l'offre et des répercussions du tourisme, non seulement pour les populations locales, mais également en termes d'impressions retirées par les touristes. Le fait est que d'un côté, nous sommes en présence d'un riche patrimoine culturel dont l'importance dépasse largement le niveau local, mais que d'un autre côté les collectivités locales font face, de façon générale, à une forme de sous-développement. Aussi la question principale de la présente recherche est-elle la suivante : le patrimoine culturel peut-il être la force motrice du développement touristique, et en particulier du tourisme culturel, et servir ainsi de point de départ pour relancer en même temps le développement des collectivités locales ?

En outre, le présent mémoire s'attache à répondre à une série de questions complémentaires :

- Qui sont les principaux acteurs et décideurs dans le domaine du tourisme ?
- Qui gère le patrimoine culturel, et existe-t-il des désaccords sur les conditions d'utilisation du patrimoine protégé ? Ceci peut-il constituer un risque pour la présentation de l'offre touristique et causer une certaine démotivation en ce qui concerne l'implication de la communauté locale et sa disposition à investir dans le développement touristique ?
- Comment les autorités locales et les acteurs dans le domaine du tourisme perçoivent-ils l'image de Bač, et en lien avec cette question, estiment-ils que le développement touristique de Bač devrait être concentré sur le tourisme culturel dans un sens très étroit, ou au contraire sur une offre touristique plus large ?

- Comment les représentants de la communauté locale perçoivent-ils l'image de Bač, et cette image repose-t-elle pour eux sur le patrimoine culturel ?

- Quels sont les attitudes des habitants vis-à-vis de l'industrie touristique ?

- L'attractivité de la forteresse de Bač et du monastère franciscain constitue-t-elle un motif suffisant pour impliquer la communauté locale dans la prestation de services complémentaires aux touristes ?

- Quels sont les principaux problèmes que rencontre le développement touristique ?

La présente étude se base sur les données disponibles et sur les conclusions d'une enquête de terrain effectuée du 3 au 9 juin 2015. La recherche s'appuie dans un premier temps sur le développement d'un arrière-plan théorique comportant notamment les concepts de phénomènes touristiques, de tourisme culturel, de durabilité et de tourisme de proximité, ancré dans la vie communautaire. Dans un second temps, l'analyse du développement touristique dans un cas particulier est présentée, ce qui inclut une présentation des ressources existantes, un bref passage en revue du cadre juridique et législatif, puis de l'offre touristique en tenant compte de l'importance du patrimoine culturel et de l'utilisation qui en est faite, ainsi qu'un travail de recherche exploratoire au cours duquel les entretiens semi-structurés ont été utilisés comme technique d'enquête de base. Au total, dix-sept entretiens ont ainsi été menés ; l'échantillon de l'enquête a été choisi en utilisant la méthode de l'échantillonnage raisonné, non probabiliste, en se basant sur l'inventaire, effectué au préalable, des acteurs et des groupes d'intérêt actifs dans le domaine du tourisme. Les personnes interrogées ont été divisés en trois groupes :

- deux groupes de représentants de la communauté locale, en prenant pour critère de sélection l'expérience préalable dans les activités de tourisme, en termes de prestation de services complémentaire ou d'offre de produits aux touristes,

- et un troisième groupe constitué d'intervenants locaux dans le domaine du tourisme et de représentants des autorités, en prenant pour critère leur participation et leur rôle dans les processus de prise de décision relatifs au développement touristique.

Finalement, en prenant en compte le travail de recherche et les résultats obtenus, un certain nombre de recommandations et d'orientations pour le développement touristique, fondées sur l'implication de la communauté locale, sont proposées.

L'analyse du développement touristique a montré que Bač en est encore à la toute première phase de développement, au regard des facteurs organisationnels, de la quantité et de la qualité de l'offre touristique permanente ou saisonnière, dominée par la visite de monuments et les excursions à la journée, ce qui reste très limité et, eu égard au potentiel existant, trop peu développé. Il n'existe pas de tourisme organisé ou de tourisme culturel au sens propre, et l'essentiel se réduit à des excursions ou de brefs détours, de simples passages, qui ne peuvent apporter aucun bénéfice aux populations locales : c'est pourquoi le besoin de contenus touristiques supplémentaires se fait sentir. Le nombre de visiteurs reste très modeste, ce qui s'accorde avec la quasi-absence de publicité ou d'activités de promotion de l'offre touristique comme des projets culturels.

Les conclusions tirées des entretiens ont mis en relief un certain nombre de sujets à soumettre au débat. Tout d'abord, l'analyse des entretiens a révélé l'existence de désaccords en ce qui concerne les conditions d'utilisation du patrimoine culturel protégé, ainsi que sa gestion, ce qui peut fragiliser la présentation de l'offre touristique, dans la mesure où l'activité de l'Institut provincial pour la protection des monuments culturels reste perçue comme contraire au développement touristique. Toutefois, ce problème ne semble pas inquiéter la communauté locale ni démotiver celle-ci de façon directe en ce qui concerne son implication ou sa disposition à investir dans le développement touristique. En second lieu, la communauté locale n'est pas encore parvenue à un stade où elle peut être elle-même initiatrice, et un engagement plus actif dans les activités touristiques ne fait pas partie, pour l'heure, de ses considérations. D'une façon générale, les habitants n'ont rien contre l'idée du développement touristique, mais ils ne sont satisfaits ni de l'organisation ni des résultats actuels du développement touristique, et de ce fait ils ne sont guère motivés, et n'ont pas de raisons suffisantes, pour penser fournir des services complémentaires aux touristes ou faire partie de l'offre touristique, dans la mesure où ils estiment que les risques l'emportent sur les bénéfices. Cette attitude est également le produit d'un manque d'éducation, et d'une absence de perception du patrimoine culturel comme ressource économique. En dépit de son importance et de son attractivité, le patrimoine culturel ne représente pas, aux yeux des habitants, un motif suffisant pour s'impliquer dans les activités touristiques. En outre, la communauté locale attend des autorités qu'elles prennent l'initiative, et qu'elles agissent d'abord pour améliorer l'offre et l'infrastructure, et pour résoudre les principaux problèmes et obstacles. En résumé, cette attitude plutôt « passive », ou ce manque d'initiative, est lié : (1) à

l'insatisfaction quant au degré d'organisation, (2) au manque de résultats suffisamment tangibles du développement touristique, (3) à l'attente que d'autres (les autorités locales) s'attaquent à la question et résolvent les problèmes, (4) à la perception que les coûts l'emportent sur les bénéfices, (5) au manque de connaissances et d'éducation en termes de potentiels bénéfices du tourisme, et quant à la façon dont les habitants peuvent s'impliquer dans ces activités. En outre, les problèmes qui ont été relevés incluent le manque d'hébergements, la pauvreté de l'offre touristique limitée à la visite de monuments, l'insuffisance de la publicité et de la promotion, le manque d'actions au niveau de l'organisation et de la planification, le manque de ressources humaines et d'experts dans le domaine du tourisme. En troisième lieu, concernant l'image de Bač, les représentants de la communauté locale aussi bien que les autorités locales ne voient pas seulement Bač comme un endroit doté d'importants monuments culturels, mais en ont une image plus vaste qui inclut le patrimoine à la fois naturel et culturel. Cependant, les représentants de l'office du tourisme et de la municipalité n'en considèrent pas moins le tourisme culturel comme une niche prioritaire au sein du développement touristique.

Au final, la question principale qui sous-tend l'enquête a été explorée sur le plan théorique comme sur le plan pratique. Le cadre théorique semble confirmer le fait que le patrimoine culturel se révèle souvent un agent et une force motrice du développement du tourisme culturel, ce qui est démontré par des exemples tirés de la pratique, où des stratégies de développement reposant sur le patrimoine culturel ont été couronnées de succès. Dans des zones comme Bač, une stratégie de développement fondée sur le patrimoine culturel peut donc être regardée comme une des solutions possibles face à la stagnation, dans la mesure où elle peut offrir aux habitants de nouvelles opportunités de gagner leur vie, et rendre possible le progrès économique. La recherche exploratoire menée autour de notre étude de cas suggère l'absence d'initiatives locales pour le développement de la culture et du tourisme. Aussi, afin de développer le tourisme culturel, la communauté locale devrait-elle être amenée à percevoir et à reconnaître le patrimoine culturel sous un angle différent, et notamment à le voir du point de vue des opportunités et des bénéfices, et comme une ressource économique.

Pour finir des recommandations et des orientations pour le développement touristique futur sont formulées, qui s'accordent avec les conclusions, ainsi que des propositions pour venir à bout des principaux obstacles et problèmes, en prenant en compte l'implication des communautés

locales. Ces recommandations visent tout d'abord à améliorer l'offre touristique et à en enrichir le contenu à travers une plus grande implication de la communauté, tout particulièrement en ce qui concerne le développement du tourisme culturel, et ensuite à souligner la nécessité d'une coopération et de partenariats plus étroits entre les différents acteurs. Des conseils sont également donnés en ce qui concerne les activités éducatives tournées vers les habitants, sous forme d'ateliers variés, avec pour objectif le renforcement des capacités, ainsi que la sensibilisation et le renforcement des connaissances générales dans le domaine du tourisme. En outre, une proposition concrète est formulée en ce qui concerne les types d'hébergement qui peuvent être mis en place, à partir des tendances et des exemples de pratiques qui existent à l'étranger. À l'avenir, le développement du tourisme à Bač devrait selon nous être guidé par les principes suivants : établir des objectifs clairs et sans ambiguïté, tirer avantage des opportunités à disposition, fournir une offre de qualité et identifier des segments prioritaires de la demande.

Mots clefs : patrimoine culturel, tourisme culturel, développement des collectivités locales.

1. Introduction

1.1. Background of the research

The Bač municipality is situated on the borders of the Pannonia plain and Danube regions, in the south-west of Bačka – a sub-region in the Autonomous Province of Vojvodina, the northern part of Serbia. Town of Bač, built on the Mostonga riverbanks, is the center of this municipality, consisting of six settlements. With the distance of 62 km from Novi Sad and 140 km from Belgrade, the municipality borders with the Republic of Croatia to the west, along a 43 km long bank of the Danube River. The population of about 14,000 in the municipality (around 5,000 in the town of Bač) is rather multiethnic (Serbs, Slovaks, Croats, Hungarians, Rumanians, Roman...) (Municipalities and Regions of the Republic of Serbia, 2014). The preserved architectural heritage, built in the vast period from the 12th to the 19th century, under the influence of Romanesque, Gothic, Renaissance, Byzantine and Islamic art and the Baroque represent a definite testimony to the cultural diversity, interlacing and linking the cultures of the Balkans with the West. The main heritage places include the Fortress from XIV century, the Franciscan monastery (XII century), the Serbian Orthodox Monastery of Bođani (XVIII century) as well as the remnants of hammam from the period of Ottoman domination. This combination of multilayered cultural heritage, developing continuously for eight millennia, and particular historical conditions under which this specific area was, makes it a unique location and space very attractive for cultural tourism. The focal point of valorization and interpretation is on the heritage, classified as heritage of outstanding value, whose segments of diverse types are presented as parts of a body of a cultural landscape. In 2010, Historical place of Bač and its surroundings was put on the UNESCO's Tentative Lists (UNESCO, 2015).

The entire area has not historically been oriented towards tourism, although ideas for tourism development date back to the sixties, which can be seen from original documents started in that period (Regulation plan for Bač Fortress, Spatial plans, Programs for the development of Bač municipality and other projects). Those ideas had never been implemented, while even today several legislative acts (Spatial plans, Master plan, Strategy of sustainable development of Bač municipality) state tourism as an opportunity for future development. In previous years, the importance of this area started to be recognized and significant investments regarding cultural

heritage were initiated. The most notable project is *Development project of integrative protection "Centuries of Bač"*, started in 2006, whose focus has so far been on the protection and preservation of the significant monuments (primarily Bač medieval fortress, the Franciscan monastery and Monastery of Bođani). In addition, some international projects have been undertaken from which HEROMAT¹ and *Realization of the rehabilitation of the Franciscan monastery project* can be highlighted. Those significant interventions and investments may even lead to a position on the UNESCO World Heritage list in the future, but the question is what to do when conservation is completed? How such rich cultural heritage will sustain and be used? UNESCO's World Heritage Tourism Program argues that if it is undertaken responsibly, tourism can be a driving force for preservation and conservation of cultural heritage and a vehicle for sustainable development. It includes a new paradigm whereby the conservation, presentation and transmission of heritage is fully served by tourism and the potential opportunities and challenges are harnessed and mitigated for the purpose of sustainable development (World Heritage Sustainable Tourism Program).

Today it is well known that cultural tourism develops at a considerable speed and diversifies continuously in a multifaceted way. It constitutes not only the base for the booming European city tourism, but acts more and more as an instrument for fostering tourism in rural areas. The main objective of this kind of policy is to maintain or improve the quality of life of the local people (Bachleitner & Zins, 1999). It has been pointed out that integrated conservation, sustainable tourism and participation are the major factors that head the community towards sustainable development. Moreover, conserving cultural heritage enriches the community by providing a deep sense of connection to the past and to live experiences and allows future generations to connect to the collective history in a society (Bhatta, 2009). Donovan Rypkema emphasizes in his studies the connection between heritage conservation and the local economy giving examples of how good practices of cultural and heritage tourism influence the local community (Rypkema, 2008). Hence, the planning of tourism development should be compatible with the local heritage resources and character and should strengthen the identity of local community and sense of place.

¹ Project HEROMAT is directed towards the development of innovative environmental friendly materials with value added functions aimed to the protection of immovable Cultural Heritage assets. This project concerns revitalization and protection of Bač Fortress. <http://www.heromat.com/> (accessed on Sep 4, 2015)

World practices of development of small towns and authentic spaces driven by culture and tourism show that it is possible for the presentation of cultural heritage to include the local communities, provide them with benefits, but also to give the tourists a multilayered and rich experience.

1.2. Research problem and research issues

Despite the mentioned legislative framework and significant investments in cultural heritage preservation so far, as well as many potential tourist attractions, existing tourist offer in Bač is not adequately developed and affirmed, given the potential and opportunities for tourism development. So far, tourist program has been based on sightseeing of dominant cultural attractions (Fortress, the Franciscan monastery, ethno house, hammam, Monastery of Bođani which is 14 km away from Bač town), mainly including school excursions, and day or half-day visits (Turistička organizacija opštine Bač). There is no tourism content for visitors and such integral tourist product which would be offered on the market. Moreover, incoming travel agencies often incorporate only a visit to the Fortress in a wider program. This is also a consequence of the lack of networking between tourism actors and absence of partnership. However, this kind of visits cannot have an effective influence on local development, not in terms of tourism as a contributor to the development and prosperity of community. Sightseeing cannot provide benefits for local people, does not include overnight stay or some additional content for tourists that would generate profit for locals and actively engage them. Likewise, this raises questions of the quality and the effects of tourism, not only for locals, but also regarding the impressions of tourists. The fact is that on one hand, there is rich cultural heritage whose significance goes beyond the local level, whereas on the other hand there is general underdevelopment which local community faces. Hence, the main research question in this thesis is: *Can cultural heritage be the driving force of the tourism development, particularly cultural tourism, and thus instigating the development of the local community as well?* In addition, other research questions are addressed in the thesis:

- Who are the main actors in the tourism field and the decision-makers?
- Who manages the cultural heritage and are there any disagreements about the conditions of protected cultural heritage's use? Can that endanger tourism presentation and cause

demotivation of local community involvement and their willingness to invest in tourism development?

- How do local authorities and actors in the tourism field perceive the image of Bač, and related to that do they think that tourism development in Bač should be based on narrowly focused cultural tourism or on a wider tourist offer?

- How do the representatives of local community perceive the image of Bač, and is it based on cultural heritage?

- What are the attitudes of locals towards tourism industry?

- Is the attractiveness of the Bač Fortress and the Franciscan monastery a sufficient motive for the local community involvement to provide complementary services to tourists?

- What are the main problems regarding tourism development?

1.3. Research aims, tasks and outcomes

The aim of the thesis is to explore if such significant value as cultural heritage in Bač can be the driving force for development of tourism, particularly of cultural tourism, and in that way be an engine (leader) of local community development, and additionally, if such value and position of cultural heritage is recognized by local community.

In order to achieve the main objective, the tasks of the research are:

- 1) Mapping of cultural and tourism resources
- 2) Evaluation of resource utilization and its potential for tourism purposes
- 3) Identification of all actors in the tourism field
- 4) Analysis of the current state of tourism development
- 5) Exploration of how people from local community and local actors in tourism development perceive image of Bač
- 6) Examination of the attitude of local community towards tourism development

7) Examination of the decision-makers and major local authorities regarding tourism field

The main expectations are that this research will contribute to understanding and perceiving the main possibilities, as well as obstacles regarding the conditions of the tourism development in the given area. In addition, it is expected to give answers, possible solutions and directions in order to overcome problems, with a focus on the benefit for the local community. Therefore, the expectations are in terms of producing objective and measurable confirmation of the assumption about significant importance of the cultural heritage and its possible role in the development of cultural tourism. Considering the research and obtained results, the main outcome would be to give recommendations, directions and proposals for tourism development based on the involvement of local community.

1.4. Key terms

Following terms and concepts are defined in order to set a basis for further research. These concepts are wide and can be approached from different aspects. Some of the key terms are also presented in the very title of the thesis, like cultural heritage, local community, cultural tourism, development.

Cultural heritage

According to UNESCO, the term **cultural heritage** encompasses several main categories of heritage: *tangible cultural heritage* which includes movable cultural heritage (paintings, sculptures, coins, manuscripts), immovable cultural heritage (monuments, archaeological sites, and so on) and underwater cultural heritage (shipwrecks, underwater ruins and cities) as well as *intangible cultural heritage* (oral traditions, performing arts, rituals) (www.unesco.org, 2015).

Regarding the Faro Convention on the Value of Cultural Heritage for Society, **cultural heritage** is a *group of resources inherited from the past, which people identify, independently of ownership, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions. It includes all aspects of the environment resulting from the interaction between people and places through time* (Framework Convention on the Value of Cultural Heritage for Society, 2005).

In ICOMOS International Cultural Tourism Charter cultural heritage is seen as a dynamic reference point for daily life, social growth and change. It is a major source of social capital and is an expression of diversity and community identity.

Cultural tourism

UNWTO defines **cultural tourism** as movements of people motivated by cultural intents such as a study tour, performing arts, festivals, cultural events, visit to sites and monuments, as well as travels for pilgrimages, also stating that this niche of tourism is about immersion in and enjoyment of the lifestyle of the local people, the local area and what constitutes its identity and character.

According to Jelinčić, cultural tourism includes visits of persons away from their normal place of residence, motivated completely or partially by the interest in history, art, heritage or lifestyle of locality, region, country (Jelinčić, 2009).

Heritage tourism

Heritage tourism is a rapidly growing niche market that is directed towards experiencing the local customs, traditions, arts, history, sites, and culture that authentically represent a particular place (Heritage Tourism Handbook: A How-to-Guide for Georgia, 2010). The National Trust defines heritage tourism as “traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past,” and heritage tourism can include cultural, historic and natural resources (National Trust for Historic Preservation, 2015). It involves not only tangible or visible heritage such as sites, colors, materials, and settlement patterns, but also intangible heritage such as societal structures, traditions, values, and religion.

Sustainable development and sustainable tourism

The **sustainable development concept** was popularized in the late 1980s with the publication of *Our Common Future* by the World Commission on Environment and Development pointing out that what makes development sustainable is ensuring that it meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987).

Swarbrooke defined **sustainable tourism** as “all forms of tourism which meet the needs of tourists, the tourism industry, and host communities today without compromising the ability of future generations to meet their own needs”. It considers tourism which is economically viable but does not destroy the resources on which the future of tourism will depend, notably the physical environment and the social fabric of the host community (Swarbrooke, 1999, p. 13).

Community

For most tourism purposes, the **concept of community** often hinged upon a common location as people who live within a geographically defined area and who have social and psychological ties with each other as well as with the place where they live (Aref, Aref, & Gill , Tourism Development in Local Communities: As a Community Development Approach, 2010). For assessing the level of tourism development, a community can be any existing or potential network of individuals, groups and organizations that share or have the potential to share common concerns, interest and goals (Bush, 2002).

Local communities are crucial for providing a good environmental condition for tourists, hence they have a key role in tourism development. They are a basic element of modern tourism development as they are the focal point for the supply of accommodation, catering, information, transport, facilities and services for tourism development (Godfrey & Clarke, 2000).

Community development

The concept of **community development** is explored in terms of participation, empowerment and community capacity as they related to tourism development (Singh, Timothy, & Dowling, 2003).

Community-based tourism

According to Singh et al. **community-based tourism** implies a term where the community is in support of tourism, participates and benefits from it and where tourism ensures the maintenance of the resource base of the community itself. It can be viewed in at least two ways: public participation in decision-making and local involvement in the benefits of tourism. Participation in decision-making means that residents have opportunities to contribute to the planning process based on their own expertise and experiences, thereby gaining a meaningful voice in the organization of tourism (Singh, Timothy, & Dowling, 2003). This study will be

based on community-based tourism from the aspect of taking part in the benefits of tourism, which means that residents gain personally from the industry's development.

1.4. Research approach and structure

For this purpose, case study research design is used, focusing on Bač town and local community doing the detailed and intensive analysis of tourism development in this area, due to its complexity and particular nature of the case in question. Hence, both quantitative and qualitative research methods are applied. The study is based on available data and conclusions from the field.

To collect data to be used in the analysis, field work was carried out at the study site. In the phase of developing the theoretical background, bibliographic method has been used as a basic method, while for data analysis and reaching conclusions – methods of analysis and synthesis. The analysis of tourism development is a product of mapping during field research, evaluation of resources, bibliographic method, documents content analysis, and secondary statistics analysis. During the collection of empirical data, the semi-structural interviews have been used as a basic research technique in order to answer some research questions.

The basic structure of this paper is divided into the chapters as set out in Figure 1. Chapter one has provided briefly the background of research, introducing the research questions, aims, tasks and expected outcomes of the research, as well as brief introduction to key terms, definitions and research approach. The second chapter provides theoretical framework consisting of tourism phenomena, concepts of cultural tourism, sustainability and community-based tourism. In the third chapter the analysis of tourism development of a given case is presented including resources presentation, brief review of legislative framework, tourism offer with reference to the use and importance of cultural heritage. The next chapter is about exploratory research conducted on the field, with in detail explained methodology and analysis of data. Lastly, fifth chapter presents conclusions and recommendations for future actions.

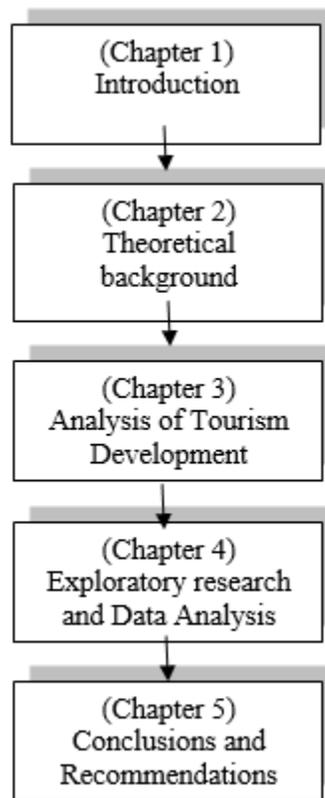


Fig. 1. Outline of thesis²

2. Theoretical background

The following section addresses the conceptual framework of the research which consists of tourism phenomena, significance of cultural tourism with reference to the cultural heritage, then the notions of sustainability as well as the importance and role of local community in tourism development. All these concepts are narrowly connected among themselves.

2.1. Tourism – an economic and social phenomenon

Over the decades, tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. The dynamics concerning development and a growing number of new destinations have turned tourism into a

² Schema developed by author

key driving force for socio-economic progress (World Tourism Organization UNWTO, 2015). International tourist arrivals worldwide are expected to increase by 3.3% a year from 2010 to 2030 to reach 1.8 billion by 2030, according to UNWTO's long term forecast Tourism Towards 2030 (World Tourism Organization UNWTO, 2014).

The tourism sector's contribution to communities' empowerment as one of the pillars of sustainable development was at the heart of World Tourism Day in 2014. It was pointed out that tourism can be a tool which allows communities to pursue development without losing their identity, while generating income and opportunities promoting local development, inclusion in rural areas, fighting the migration to cities. While public tourism policy cannot pursue a one-size-fits-all approach, it must promote the importance of community development as a pillar of general development, a concept to be shared by all tourism stakeholders, including the private sector and tourists themselves (World Tourism Organization UNWTO, 2015). Beside the contribution to economic development, tourism may also generate a variety of other impacts among which are keeping traditions alive and financing the protection of cultural and natural heritage, as well as increasing visitor appreciation of that heritage as positive ones. Moreover, potential positive impacts include: building community pride; enhancing the sense of identity of a community or region; promoting intercultural/international understanding; encouraging revival or maintenance of traditional crafts; enhancing external support for minority groups and preservation of their culture; providing funding for site preservation and management; and enhancing local and external appreciation and support for cultural heritage (World Bank, 1999). On the other side, some negative impacts are possible such as: commodification and excessive commercialization of culture and traditions; undermining of local traditions and ways of life; increased division between those who do and do not benefit from tourism; conflict over (and at times loss of) land rights and access to resources (including the attractions themselves); selectivity in which heritage attractions are developed (World Bank, 1999).

In a positive vein, tourism offers more sustainable means of development, but for many countries with limited resources and with a legacy of poor environmental quality and degradation, culture, heritage and nature are arguably all that are left to develop (UNESCO, 2006).

2.2. Cultural tourism as a form of development

With development of “new”, sustainable tourism, new tourists appear – tourists who are seeking for deeper experiences, adventures and diverse, rich content in order to satisfy their tourist needs (Krivošejev, 2014). Some changes and trends directly reflect on both tourist demand and tourist offer, such as the higher purchasing power, the higher level of tourists’ education, more free time which has influence on intensity of travel (tourists travel several times a year, but have shorter stay), demand becomes more sophisticated and selective, tourist offer becomes diversified and internationalized. Mass tourism is more and more abandoned and interests of tourists are moved to other spheres. The offer is extended through connections with the other sectors and through segmentation of the market, specialized niches emerged, among which is the cultural tourism (Jelinčić, 2009). Development of cultural tourism has been further stimulated by the ideas of major international organizations, UNESCO and the Council of Europe. Moreover, The United Nations declared the last decade of the twentieth century a decade of cultural development in the world and established cooperation with the World Tourism Organization, World Bank, UN Development Program and the private sector to contribute to tourism, heritage and culture (Krasojević, 2013).

Culture, in its widest sense, provides a set of material and symbolic resources that are abundant in supply (arguably infinite), and highly mobile. It is certainly at the basis of international tourism and indeed has facilitated its growth and allowed various societies and sections of societies to participate in the development process. Culture, whether in an artistic or ‘way of life’ sense, is almost constantly ‘on view’. Travel and tourism, along with various media forms, have raised widespread awareness of the rich diversity of culture and cultures throughout the world (Ruoss & Alfarè, 2013). Tourism offers to cultural activities a contact with new audience, at the same time providing financial support, while culture offer its space and program to tourism (Dragičević- Šešić, 1983).

There are numerous approaches in defining cultural tourism, which shows that this notion is very wide, and almost impossible to be defined from only one aspect. Some definitions consider cultural attraction as a main motive of traveling, with the focus on primary cultural motivation as, for instance, the narrow definition of UNWTO is: "movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to

festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages." Likewise, ATLAS³ organization proposed conceptual definition of the cultural tourism as the movement of persons to cultural attractions away from their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs (Richards, 2003). Nevertheless, all definitions incorporate tangible and intangible forms of destination's culture, which offer atmosphere and experience of given destination to the tourist. Cultural tourism includes both dimension of visits to cultural institutions and dimension of cultural contact with local community. As a matter of fact, it represents an umbrella term for wide range of activities, which include ethno, archeology, art, history tourism and other forms that represent at part of this increasingly widely understood cultural tourism (Jelinčić, 2009). Nevertheless, in everyday practice, theoretical basis of division of different forms and sub forms of tourism are often negated due to the inability to define clear differences and variations among them as well as because certain new forms have such characteristics that can be classified into different types of tourism (Krivošejev, 2014). This is also evident when it comes to forms which are directed to visit of heritage, hence some authors identify heritage tourism with cultural tourism or cultural heritage tourism, while others assert that heritage tourism is a sub form of cultural tourism.

According to Tomka, the forms of cultural tourism should include:

- Tour visits and sightseeing of cultural monuments,
- Visits to museums and galleries,
- Visits to exhibitions of contemporary production of fine arts (painting, sculpture, applied art, etc.)
- Visits to stage performances (theater, opera, ballet, concerts)
- Visits to the festival of the presentation of cultural achievements,
- Attending cultural - entertainment events,
- Visits to festivals and events of folklore values,
- Visits to different circular tourist trips where cultural content dominates (Tomka, 2002).

³ The Association for Tourism and Leisure Education <http://www.atlas-euro.org/>, accessed on Sep 5, 2015

Such concept of cultural tourism represents a tourism niche that integrates different micro niches and thus different selective forms of tourism. Csapó recognized following types of cultural tourism (Csapó, 2012):

Table 1. Types of cultural tourism

Types of cultural tourism	Tourism products, activities
Heritage tourism	<ul style="list-style-type: none"> • Natural and cultural heritage (very much connected to nature-based or ecotourism); • Material <ul style="list-style-type: none"> - built heritage, - architectural sites, - world heritage sites, - national and historical memorials • Non-material <ul style="list-style-type: none"> - literature, - arts, - folklore, • Cultural heritage sites <ul style="list-style-type: none"> - museums, collections, - libraries, - theatres, - event locations, - memories connected to historical persons
Cultural thematic routes	<ul style="list-style-type: none"> • Wide range of themes and types: <ul style="list-style-type: none"> - spiritual, - industrial, - artistic, - gastronomic, - architectural, - linguistic, - vernacular, - minority
Cultural city tourism, cultural tours	<ul style="list-style-type: none"> • “Classic” city tourism, sightseeing • Cultural Capitals of Europe • “Cities as creative spaces for cultural tourism”
Traditions, ethnic tourism	<ul style="list-style-type: none"> • Local cultures’ traditions • Ethnic diversity
Event and festival tourism	<ul style="list-style-type: none"> • Cultural festivals and events <ul style="list-style-type: none"> - Music festivals and events (classic and light or pop music) - Fine arts festival and events

Religious tourism, pilgrimage routes	<ul style="list-style-type: none"> • Visiting religious sites and locations with religious motivation • Visiting religious sites and locations without religious motivation (desired by the architectural and cultural importance of the sight) • Pilgrimage routes
Creative culture, creative tourism	<ul style="list-style-type: none"> • Traditional cultural and artistic activities <ul style="list-style-type: none"> - performing arts, - visual arts, - cultural heritage and literature • as well as cultural industries <ul style="list-style-type: none"> - printed works, - multimedia, - the press, - cinema, - audiovisual and phonographic productions, - craft, - design and cultural tourism

Source: Csapó. J. (2012). The role and importance of cultural tourism in modern tourism industry

The life-seeing-feeling-living travel represents an especially important form of cultural tourism which is often individualized or in small groups that enables tourists not only to see the everyday life of an area, but to live, experience the life of the region or the social group. (Dragičević- Šešić, 2011).

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Tourism has assumed a vital role in the development of destinations around the world and, in most cases, culture is a major asset for tourism development. In particular, from the 1980s onwards cultural tourism became viewed as a major source of economic development for many destinations (OECD, 2009). This is also evident from practice, whether it is about rich and developed countries such as Norway – the example of Rørvik, where business sector is combined with culture at the basis of local history and coastal culture, or it is about a remote, underdeveloped place, such as Soga village in Guizhou province in China, with the developed eco-museums projects (Lehtimäki, 2008). The combination of tourism and culture is therefore an extremely potent economic engine. According to Europa Nostra more than 50% of tourist activity

in Europe is driven by cultural heritage and cultural tourism is expected to grow the most in the tourism sector. Similar positive assessments can be found elsewhere, usually based on UN World Tourism Organization estimation that cultural tourism accounts for around 40% of international tourism (OECD, 2009). In its forecast *Tourism 2020 Vision*, UNWTO predicts that cultural tourism will be one of the five key tourism market segments (World Bank, 1999). Cultural tourism is particularly attractive because of the spectrum of benefits it can deliver to local communities. According to the National Trust for Historic Preservation these benefits include: creating jobs and businesses; diversifying the local economy; creating opportunities for partnerships; increasing historic attraction revenues; preserving local traditions and culture; generating local investment in historic resources; building community pride in heritage; increasing awareness of the site or area's significance.

Culture, cultural values, and cultural heritage are prominent resources in any society. They represent a potentially valuable asset for tourism; values can enhance creativity or contribute to creative milieus, and cultural heritage can also be an important part of regional identity and image. They can be used in various ways that contribute to the quality of life in individual communities. Although protection is an especially important issue in cultural heritage, this should be complemented by education, identification, tourism, and development (Nared & Visković, 2014). Cultural heritage is about far more than 'stones and bones' from the past. It is all the aspects of a community's past and present that it considers valuable and desires to pass on to future generations. Heritage is, therefore, valuable and cannot be recreated (Ruoss & Alfarè, 2013). Tourists do not only encounter cultural heritage as just 'the past', but rather the past of a particular people or community in a living context. Tourists engage with the cultural heritage of a destination not only through monumental forms but in more intangible ways as the past enshrined in contemporary behaviors and practices (UNESCO, 2006). According to Dragičević-Šešić, cultural resources have a significant role in creation of town identity, including both tangible and intangible values. In addition, cultural representations (images and stories of the city in the arts and media, poems, films, visual arts) should be taken into account along with personalities historically linked to the city and their personal stories. In wider sense, cultural resources represent customs and traditional values: cuisine, behavior, way of socializing, gatherings, weddings etc. (Dragičević-Šešić, 2015).

Today, the importance of cultural heritage is growing in a world undergoing globalization. Heritage forms the identity of local inhabitants, at the same time as it fascinates and attracts visitors. Consequently, cultural tourism, which is based on the exploitation of cultural heritage, is one of the fastest growing industries in the world (Lehtimäki, 2008). Culture and heritage tourism have been gaining importance recently not only for its economic gains but due to more sustainable approaches. Regions struggling to maintain a favorable balance of trade without the benefit of manufacturing industries sometimes find that tourism offers the only development option. As rural and local economies go through difficult times of change, it may seem to some local communities that heritage can help in terms of gains. Cultural tourism brings increased revenue to the heritage sites and to the community that hosts them and in some examples considered as potential engine of local development (Günlü, Yağcı, & Pınar, 2009). Moreover, cultural tourism enables the places which are not exclusively tourist to build development strategies based on local cultural and artistic values which are interesting both to tourists and local community (Đukić- Dojčinović, 2005).

The successful development of cultural and heritage tourism in a destination requires (Sustainable Tourism- Destinations and Communities, 2015):

- Providing visitors with access to authentic and tangible evidence of past and existing cultures;
- Identification of the unique point of difference of cultural attractions in order to provide value for the visitor;
- Research has shown that the use of a thematic framework approach can help to identify linkages between cultural heritage assets in a region around common themes. This can assist in building a critical mass of heritage tourism attractions in order to attract and retain visitors within a community;
- Development of strong partnerships between tourism operators, heritage managers and the local communities
- Development of clear objectives which are agreed upon by all stakeholders for the development of heritage tourism products and experiences;

- Involvement of the local community in the development of cultural heritage attractions to ensure that the stories and traditions of past and existing cultures can be effectively communicated;

- The development of cultural and heritage attractions must balance both conservation and protection of the cultural assets as well as business needs;

- Clear visitor management guidelines must be established to ensure that the cultural and heritage assets are maintained;

- Interpretation of cultural heritage, through brochures, guided tours, interactive displays or interpretive information boards is an important part of providing a positive visitor experience as well as an education tool for the conservation of heritage.

2.3. Sustainable tourism development

Today there is wide acceptance that sustainability is one of the most important issues faced by the tourism industry. The sustainable development concept was popularized in the late 1980s with the publication of *Our Common Future* by the World Commission on Environment and Development (WCED, 1987). This publication defined sustainable development as: “development which meets the needs of the present without compromising the ability of future generations to meet their own needs.” From this concept, the concept of sustainable tourism has grown out. Swarbrooke defined sustainable tourism as “tourism which is economically viable but does not destroy the resources on which the future of tourism will depend, notably the physical environment and the social fabric of the host community” (Swarbrooke, 1999, p. 13). Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability. Sustainable tourism should not be regarded as a separate component of tourism, as a set of niche products, but rather as a condition of the tourism sector as a whole, which should work to become more sustainable (UNWTO, 2013).

In practice, sustainable tourism is often operationalized by listing several criteria, whose selection is inherently subjective and varies across people and organizations. In general, there has been a broadening from the environmental dimension to include economic and sociocultural dimensions. In the tourism context, one can also talk of experiential sustainability (maintaining

quality in the visitor experience), though this can be viewed as a pre-condition for economic sustainability (World Bank, 1999). For instance, among economic viability, physical integrity, biological diversity, resource efficiency, environmental purity and social equity, UNWTO and UNEP identified other aims for sustainable tourism which include local prosperity, employment quality (strengthening the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability), local control (engaging local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders), community wellbeing (strengthening the quality of life in local communities, including social structures and access to resources), as well as visitor fulfilment and cultural richness in terms of respecting and enhancing the historic heritage, authentic culture, traditions and distinctiveness of host communities (UNWTO, 2013).

According to National Trust for Historic Preservation there are five principles for successful and sustainable cultural (heritage) tourism:

1. *Collaboration*: Building partnerships is essential, not just because they help develop local support, but also because tourism demands resources that no single organization can supply. Its success depends on the active participation of political leaders, business leaders, operators of tourist sites, artists and craftspeople, hotel/motel operators, and many other people and groups.
2. *Find the fit*: Local circumstances determine what some area needs to do and can do in cultural (heritage) tourism. Programs that succeed have widespread local acceptance and meet recognized local needs. They are also realistic, based on the talents of specific people as well as on specific attractions, accommodations, and sources of support and enthusiasm.
3. *Make sites and programs come alive*: On average, visitors will remember 10% of what they hear, 30% of what they read, 50% of what they see, 90% of what they do.
4. *Focus on quality and authenticity*: Quality is an essential ingredient for all cultural tourism, and authenticity is critical whenever heritage or history is involved. The

story distinguishes one area from every other place on earth. It's authenticity that adds real value and appeal. Uniqueness is what will draw visitors.

5. *Preserve and protect*: When historic and cultural assets are at the heart of plans to develop tourism, it's essential to protect them for the long term. (National Trust for Historic Preservation, 2015).

2.4. Tourism for local community development

Within development paradigms, concepts of sustainability and community involvement in the development process have come to the forefront, placing local people at the center of development (Singh, Timothy, & Dowling, 2003). The needs and interests of local communities are the most important factors of local development and without taking into account the needs, demands and desires of the local population, it is not possible to plan a successful development of tourism. Concept of local development is defined as approach that favors internal resources, based on the local economy and takes into account local social and cultural values. At the same time, it is insisted on the partnership and networking as important instruments of local development. The aim of local development process is economic, social and cultural development of the given area, with the rational use of local resources and environmental protection (Jegdić, 2012).

Local communities are increasingly being drawn into tourism not only from the demand side, as tourists actively seek out new destinations and communities to experience, but also from the supply side, as communities are becoming aware of the potential of the products they can offer to tourists and the economic gains that can be made (Telfer & Sharpley, 2008). Choi and Sirakaya state that “sustainable development for community tourism should aim to improve the residents’ quality of life by optimizing local economic benefits, by protecting the natural and built environment and provide a high quality experience for visitors.” (Choi & Sirakaya, 2006, p. 1275). The development of tourism is strongly connected with activities of local community, which plays an important role with its lifestyle, identity, cultural tradition and hospitality. Hence, the process of tourism development in local communities should be the process of community development (Milošević & Škrbić, 2012). Goeldner and Ritchie indicate that tourism development should contain elements of community involvement including raising the living

standards of local people, developing facilities for visitors and residents, and ensuring the types of development are consistent with the cultural, social and economic philosophy of the government and the people of the host area (Goeldner & Ritchie, 2005). Tourism should bring benefits to host communities and provide an important means and motivation for them to care for and maintain their heritage and cultural practices. It should develop such tourism products that provide a gain to local people through the tourist activity, which is achieved through evaluating their culture, history, land, natural resources and work. This involves employment of local people and delivering local products; sale of goods and services to visitors by local residents; the establishment and strengthening of local community's tourism enterprises; investment in infrastructure, growth of abilities / skills, and other areas to improve the life conditions of local community (Jegdić, 2012).

Furthermore, Simmons has argued that involvement of a community in the tourism development process is necessary in order to deliver tourism experiences which ensure visitor satisfaction too, beside the benefits for the residents of destination areas (Simmons, 1994). Nevertheless, before tourism can be used as a developmental tool in a community, it has to be developed (Aref, Aref, & Gill , 2010).

According to Ap (1992), in order to sustain tourism in a community, certain exchanges must occur. Participation by a community (residents, civic leaders, and entrepreneurs) in developing and attracting tourism to their area is generally driven by the desire by some members of the community to improve the economic and social conditions of the area. Irrespective of how tourism is introduced and developed in a community, residents are important players who can influence the success or failure of the local tourism industry. Residents may contribute to the well-being of the community through their participation (at varying degrees) in the planning, development, and operation of tourist attractions, and by extending their hospitality to tourists in exchange for the benefits obtained from tourism. In developing and attracting tourism to a community, the goal is to achieve outcomes that obtain the best balance of benefits and costs for both residents and tourism actors, which is argued in theory of social exchange, that is, evaluate it in terms of expected benefits or costs obtained in return for the services they supply. Hence, it is assumed that host resident actors seek tourism development for their community in order to satisfy their economic, social, and psychological needs and to improve the community's well-

being. As long as residents perceive these benefits of tourism, there is sufficient reason for them to view it favorably (Ap, 1992). Moreover, some of the factors serve as hindrance in the involvement of local communities as regards tourism industry: a) lack of information and awareness b) lack of finance c) lack of training d) lack of incentives in order to reward private enterprises (Yilm, Semrad , & Tasci, 2013).

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Community-based tourism (CBT) has been promoted, for over three decades, as a means of development whereby the social, environmental and economic needs of local communities are met through the offering of a tourism product (Goodwin & Santilli, 2009). CBT seeks to address a question: "How can tourism contribute to the process of community development?" In this context, tourism is used as a tool to strengthen the ability of rural community organizations that manage tourism resources with the participation of the local people (Community Based Tourism: Principles and Meaning). CBT aims to create a more sustainable tourism industry focusing on the receiving communities in terms of involvement in tourism development. There are many examples in practice which proved to be good such as the cases of Batu Puteh in Malaysia (Razzaq, et al., 2012), Guisi in Guimaras Islands in Philippines, Ta Phin Village in Vietnam (Hamzal & Khalifah, 2009) or, for instance, Bario in Malaysia, with the home-stay accommodation provided by the local families in traditional longhouses, handicraft shops and an art gallery selling local artists' work, where community members work as guides on treks, providing transport, food, educational sessions on local living, handicraft production to visitors (Yilm, Semrad , & Tasci, 2013). One of the goals of community-based tourism is that it is socially sustainable meaning that tourism activities are developed and operated for the most part by local community members and participation is encouraged. In addition, the revenues are directed towards the community through various potential ways such as co-ops, joint-venture community associations, businesses that employ local people etc. Moreover, it has been suggested that community-based tourism can also reinforce or rescue local culture, heritage and traditions (Telfer & Sharpley, 2008). Since CBT is originally conceptualized as a means of economic development for underdeveloped localities, its target groups' descriptors naturally include remote, rural, impoverished, marginalized, economically depressed, undeveloped, poor, indigenous, ethnic minority, and people in small towns (Yilm, Semrad , & Tasci, 2013). Typical

CBT destinations involve non-westernized cultures and environments where the local lifestyle, folklore and culture, materials and clothing, dance and music, food and drink, and the natural surroundings become the CBT products. One example is also Seongeup Folk Village in Jeju Island of Korea where the tourism products include local foods and restaurants, tours of the local historical architecture, handicrafts, traditional clothing and lifestyle (Hamzal & Khalifah, 2009). Nevertheless, CBT requires a long-term approach and aims to maximize the benefits for the local community and limits the negative impacts of tourism on the community and their environmental resources (Hamzal & Khalifah, 2009).

Many researchers place community participation at the heart of CBT, with the goal to improve communication between stakeholders with the interest to facilitate better decision-making and sustainable development. Thus, in the Handbook on CBT “How to Develop and Sustain CBT” is stated that this type of tourism is “a community development tool that strengthens the ability of rural communities to manage tourism resources while ensuring the local community’s participation.” (Hamzal & Khalifah, 2009, p. 4). It should be noted that community participation often means the involvement of people or community with the government. However, for the purpose of this study, the participation of the community will be considered as an involvement of local people in tourism development processes through offering their services and through partnerships.

Within the concept of community development, there is also the building of partnerships, which has collaboration at the heart of most definitions (Lord, 1998). The involvement and cooperation of local community representatives, conservationists, tourism operators, property owners, policy makers, those preparing national development plans and site managers are necessary to achieve a sustainable tourism industry and enhance the protection of heritage resources for future generations (ICOMOS, 2002) on one side, and for presenting a holistic and quality offer to tourists on the other. Finally, without participation, there is obviously no partnership, no development and no program (Aref, 2011). However, owing to the comparative infancy of tourism in many places, Sign et al. (2003) argue that adequate local expertise has yet to be developed. A lack of proper experience and training among public-sector decision makers commonly gets in the way of community input into development processes. It has also been

blamed for a lack of collaborative planning, as local leaders are sometimes unaware of the need for, and possible benefits of cooperation (Singh, Timothy, & Dowling, 2003).

The most important benefit of CBT is the change in locals' outlook on life and themselves. CBT may open up the horizons of the future for the community, giving hope and therefore a willingness for locals to get involved, produce and take control of their lives. CBT may encourage the local population to seek change of an otherwise undesirable life condition. It may provide and sustain the motivation to overcome potential obstacles to productivity such as laziness and learned helplessness, eventually resulting in belief in themselves, improved self-confidence, and self-respect among locals (Yilm, Semrad , & Tasci, 2013).

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Probably the one of the most promising niches to develop CBT programs is cultural tourism, identified by the UNWTO as one of the major growth markets in global tourism. In addition, UNWTO and UNESCO have singled out cultural and heritage tourism as the most suitable form of community-based development for developing countries. For many people, (sustainable) cultural tourism development is actually synonymous with CBT involving local people (Salazar, 2012). Cultural heritage is often one of the most important aspects of community-based tourism and in many cases is the attraction for the tourists (Telfer & Sharpley, 2008) such as, for instance, the case of Glencolumbkille in Gaeltacht region in Ireland, which shows how a community approach to tourism development has been strengthened through grant aid which has enhanced the cultural heritage of the area, with economic benefits alleviating some of the problems of endemic out migration of young adults (Greg & Hall, 2002).

Community involvement can support and uphold local culture, tradition, knowledge and skill, and create pride in community heritage. Besides, local community values, both tangible and intangible, and uses of the heritage site can contribute to enhancing the visitor experience. Hence, tourism markets and products must have buy-in from the local communities. Local people and cultural tourism need each other, so capacity building is important to gain confidence in traditional and local knowledge and practices.

Finally, understanding and communicating the value of tourism within a community is important in order to:

- Engage stakeholders, including governments, investors, businesses and the community in understanding and recognizing the importance of tourism within the community;
- Ensure stakeholder commitment to tourism and destination management;
- Link economic and community development to sound and sustainable tourism practice;
- Engage social, political and cultural capital to enhance the value of tourism in a destination (Sustainable Tourism- Destinations and Communities, 2015).

3. Tourism in Bač

This chapter will present the analysis of tourism development in Bač so far, starting with the presentation of tourism resources, moving on to a brief review of legislative documents, as a framework for development in order to show the place that tourism takes at a level of planning, and ending with an overall overview of tourist offer as a result of mapping during the field research. In addition, the significance of cultural heritage and investments in cultural monuments' rehabilitation is pointed out.

3.1. Natural tourist values

Natural goods provide good resource basis for different activities and possibilities for active vacation in combination with cultural offer. This area has water resources at its disposal, 43 km long Danube coast primarily, which represents a very good connection corridor with Europe and important hydrographic element for the development of nautical and fishing tourism. Moreover, international cycling route passes along the Danube, EuroVelo 6, which is one of the fourteen European long distance cycle routes, and which represents substantial ground for cycling and sport tourism in this area. The main obstacle for future development is the lack of pier for the boats, so that for now, it is not possible to receive organized groups of tourists which would come via this corridor. The possible point of pier installation would be in Bačko Novo Selo, located 7.5 km from town of Bač, from which visitors would be directed towards other attractions. Bač has in its contractive zone many possibilities for provision of additional tourist content and offer, which would contribute to prolongation of visitors' stays. Beside cycling, the area has been suitable for walking, boating and fishing on the rivers Danube, Berava and the channels. So far, renting boats and bikes has been possible only upon request, and it is not incorporated in the program. The

commercial and sport fishing could be included in the offer, considering that this form of tourism is becoming increasingly topical as the basic offer for a growing number of specialized tourist agencies. In Bač there are several fishing associations that could take over the role of tourist agents.

In previous years the Municipality has allocated funds in rebuilding Lake Provala into a tourist area, as a swimming zone with beach, camping space and sport facilities. In addition, some private investments are planned regarding the accommodation facilities on the Lake.

Hunting has a long tradition in this area, but hunting resources are not exploited so much by tourism. Hunting is under organization of several hunting organizations in this area. Exceptional value space is reflected in the diversity of wildlife (deer, wild boar, mouflon, rabbit, pheasant, etc.) and the presence of other animals that are protected. The hunting grounds are: Ristovača, Plavna, Guvnište, Vranjak, Bođanski rit , Mostonga-pond and hunting ground Karadjordjevo located also in the adjacent municipality Bačka Palanka. Special Nature Reserve Karadjordjevo has a possibility of visiting hunting grounds, haras, hippodrome and a visit to the museum and horseriding.

3.2. Anthropogenic tourist values

This area possesses significant anthropogenic values and with its rich history, valuable cultural heritage and multiculturalism (around twenty nations, among which the most numerous are Serbs, Slovaks, Croats, Hungarians, Romanians, and Romans) presents a multilayered basis for cultural tourism. Tourist products and activities in Bač are local cultures' tradition, ethnic diversity, gastronomy, folklore, cultural festivals and events, religious sites, built heritage.

3.2.1. The guardians of tradition

There are several associations and organizations in this town which deal with nurturing local culture and traditional values such as: Folklore ensemble "Mladost" (The Youth), Women's organization "Kolevka" (The Cradle), City choir "Neven" (The Marigold), Cultural and ethnological club "ISKON", Association of the Šokci⁴ "Tragovi Šokaca" (The Traces of Šokci), Organization for eco and rural tourism development "Bač u srcu Bačke" (Bač in the heart of

⁴ Šokci are an ethnographic group of South Slavs mainly identified as Croats, in Serbia recorded as an ethnic group.

Bačka region). They organize numerous old crafts workshops such as weaving, gold embroidery, and farriery, nurturing traditional customs, songs, and dance through different projects, activities and events. This is a very significant resource which can be used for tourism purposes, both in terms of human resources and as tourist product and offer. Those associations have already participated in the manifestation European Heritage Days with the aim to present tangible and intangible heritage and to spread ideas about it as a common European heritage.



Fig. 2: Traditional combing of Croatian women in the region⁵



Fig. 3: IBID⁶

This cultural manifestation, which was established in 2003, presents the central event of the year, as the most visited of all the other events. Some of the associations organize their own events such as, for instance, “Traditional combing of Croatian women in the region” (fig. 2 and fig. 3) organized by the Association of Šokci which represents the tradition of this ethnic group. Nevertheless, this is not a tourist manifestation, and it is completely locally oriented, to the narrow target group of visitors.

⁵ Source: Association “Bač u srcu Bačke”

⁶ Photo by Nebojša Mudrinski, <http://vojvodinaonline.com/manifestacije/zensko-tradicijnsko-cesljanje-hrvatica-u-regiji-bac/?lang=SR>, accessed on June 5, 2015

The Women's organization "Kolevka" has ethno and souvenir exhibition and they were included before in the tourist offer, as a place which organized group visited. They also organized workshops of weaving for people with disability, create souvenirs, and participate in different events representing the multicultural heritage from this region. All these workshops of old crafts can be used in tourist presentation too, while different home craft products can be used as a souvenir offer.



Fig. 4: Ethno exhibition in Women's organization "Kolevka", photo by Lana Gunjić

So far, those potentials have been used to some extent, through already mentioned manifestations, such as performances of choir and folklore ensemble, workshops, inclusion of locals in the creation of souvenirs, but not incorporated in tourist package for tourists, for example. Nevertheless, the example of good practice in terms of tourist presentation of cultural heritage is Ethno house "Didina kuća" representing an old Šokci's house, with authentic interior, presentation of traditional costumes, and possibility of stay in the house to taste traditional dishes. The house has a garden terrace, which is suitable for summer celebrations, seminars, art colonies, literary evenings or other events. There is also an equipped smithy for the presentation of farriery as an old craft.



Fig. 5: Ethno house "Didina kuća", photo by Lana Gunjić

3.2.2. Events

Beside European Heritage Days, there are several other events which take place in Bač, such as two gastronomic events, in a form of competition, where participants compete in preparing the best fish stew during “Bač kettle“ and for a title of the best kulen, sausage and bacon during the “Kulen fest“. Those events are accompanied by the performances of the Folklore ensemble “Mladost“ (The Youth). This year, some new events took place for the first time, such as “Days of strawberries and honey“ and “CycloBač“ with the aim of promoting cycling and healthier lifestyle, raising public awareness about this type of tourism.

3.2.3. Cultural monuments

In Bač there are several cultural monuments of significant value, which represent major and most visited tourist attractions. The best known is the **Fortress of Bač** representing a monument of outstanding significance for the Republic of Serbia, a unique example of a "water town" with a fortified castle, reflecting Gothic and Renaissance influences. One of the oldest fortresses in Serbia was built in the 14th century by the Hungarian King Charles Robert and it consists of a fortified castle and suburb, located on the former river Mostonga meander. A plane where the fortress is located is a significant archaeological site with multilayered historical remains from Neolithic period, Bronze and the older Iron Age, to Celtic traces and traces of life in the Classical period during III and IV centuries. From the mid-15th century, intensive building activities started, adapting to new warfare techniques and reinforcing the southern boundary against the Turkish invasions. In 1529 the city and fort became Ottoman possessions. At the time of the Rakoczy (1704), the fortress was blasted, destroyed and abandoned (UNESCO, 2015). The ruins of the fortress now consist of a basic structure in the form of an irregular pentagon, four lateral walls and one central Dungeon Tower 18 m high which has been reconstructed. Since 1948, the fortress has had the status of a cultural monument. (Bartlett, et al., 2015).



Fig. 6: Bač Fortress, photo by Lana Gunjić

The Lower Town of Bač Fortress (or the Suburb of Bač Fortress) presents a unique system of houses from the late nineteenth and early twentieth century, with the urban matrix, which stems from the planned colonization in the eighteenth century. It is an area with a large number of preserved facilities and Calvary, and one of the rural areas with the typical houses of the Pannonian type, Baroque gables. The whole area has environmental values because of urban - regulatory characteristics of the settlements from the Austro-Hungarian Empire, which have been preserved, although the appearance of the other buildings changed. Then, a village directly abuts the fortress, and with it makes an inseparable area of great value and importance (Registar nepokretnih kulturnih dobara).



Fig. 7: Lower Town, photo by Frédéric Sarter



Fig. 8: Tower Gate, photo by Frédéric Sarter

Today the Fortress is mostly revitalized and the central Dungeon Tower is put at visitors' disposal, on five floors, equipped with souvenir shop and a presentation of archeological artifacts as a mini museum exhibition. The last, fifth floor, beside the panoramic view and temporary exhibition which presents the process of fortress restoration, is convenient for movie projections, lectures, workshops and other similar events. The entrance ticket is €0.80. In the very fortification, in open space, manifestation the European Heritage Days has been taking place every year in September since 2003 and represents the biggest and the most popular event in Bač. A visit to the inside of Dungeon Tower is possible in case of organized tour with announcement to Tourist Office in advance or also by contacting them at the very place (in case of individuals). In other case, only exterior of the Fortress is at tourists' disposal non-stop, but the main exposition and souvenir shop are closed after the working hours of Tourism Office (7am to 3pm), including weekends and afternoons, which are the most visited parts of the days. There is no permanent tourist guide nor a person on duty in the Fortress (except the gatekeeper who also possesses the key of the Tower), but representatives of Tourist Office are the ones who guide and who are responsible for the reception of tourists. Besides, The Fund "Centuries of Bač"⁷ with its director and representatives of Provincial Institute for Protection of Cultural Monuments, Petrovaradin also have a significant role in reception, organization of visits and tourism promotion. The Fortress is officially open during the summer season, from April to September, thus it is a seasonal tourist offer, nevertheless, for individuals the Central Dungeon Tower can be opened upon request throughout the year, but for organized groups the summer season is the only option, with the peak season from April to June. This attraction is the most recognized and visited, always promoted in the forefront among other tourist attractions. More interventions and arrangements in terms of infrastructure are planned, such as setup of video surveillance, illumination, arrangement of the access to the Fortress, creation of technical documentation for the reconstruction of the entrance gate, promotional material. Those activities will be finished in one year under cross-border cooperation with Hungary on IPA project *Enhancing the Sustainable development of cultural heritage and tourist offer* with an aim to make small improvements around the fortress in order to protect the building and to make it more attractive for tourists and visitors.

⁷ See page 48 for more information

Although there is an idea to transform the Lower Town into tourist area, with different hospitality facilities and amenities, this seems as a faraway future. For now, this is a populated area, where Educational Center is situated, thanks to which this isolated street (from the town center) slowly starts to revive. So far, one house has been bought by a Slovenian investor and its transformation to B&B is planned in the future.

Beside the Fortress, the monument located in the town center, which draws visitors' attention is surely the **Franciscan monastery (friary)**, as a sacral architectural complex of outstanding significance, consisting of a group of buildings, comprising a church surrounded by buildings designed for a monastic life typical of the western concept of monastic organization. The architecture of the complex is characterized by a transition of the late Romanesque to early Gothic and Renaissance style – under the influence of Byzantine and subsequent Islamic art, with the final touch of Baroque and Classicism. Its construction started in the second half of the 12th century. In the 14th century, the Franciscans restored it in Gothic style, building the monastery and a tall, massive bell tower at the side. When Bač fell under the Turkish rule, the church was turned into a mosque (there is a mihrab niche in the southern wall) (UNESCO, 2015). During the wars at the end of the 17th century in the region of Bačka, the complex was torn down and rebuilt several times, producing an eclectic architectural mix. The significance of the friary can be analyzed from different facets, starting from archeology, history, to social identity and its cultural-educational value (Bartlett, et al., 2015).

When it comes to its use for tourism purposes, the Monastery is open to visitors, groups with announcement in advance to the Tourist Office, when the friar guide groups through one part of the complex. The entrance ticket is €0.80.

The remains of **Turkish bath (hammam)** represent a monument of a great value as a valuable testimony to the times of the Ottoman rule in Vojvodina. According to the archaeological findings, there were six rooms in the hammam (halvat - a waiting room with a cloakroom; sadirvan - a bathroom: hazna - a water tank; kulhan - a boiler/furnace room). It is partially demolished, but a section of the dome over the central rooms has been preserved (UNESCO, 2015). So far, there has been no additional content for visitors, except sightseeing.



Fig. 9: The remains of Turkish hammam, photo by Frédéric Sarter

Although outside the Bač town, **the Serbian Orthodox Monastery of Bodjani** is one of the main visiting point. Located 14 km to the south of the Town of Bač towards the Danube, founded in 1478, it was destroyed several times in a relatively short period. The present monastery church, the fourth one to be built, is devoted to the Presentation of the Virgin and was built in the 18th century. The Bodjani paintings, dating from 1737, displaying both Byzantine and baroque artistic tendencies, represent a crucial point in Serbian art and some of the most valuable frescoes in the first half of the 18th century in South-East Europe. The iconostasis screen is an outstanding object of art. There is also a miracle-working icon of the Virgin of Bodjani (UNESCO, 2015).



Fig. 10: Frescoes of Bodjani, photo by Frédéric Sarter

This sacral monument usually presents the last point of visit, because of its distance from the town of Bač. The entrance is free of charge. It is open to individual visitors as well as to organized groups that come previously contacting the Fund “Centuries of Bač” or the Tourist Office. Besides the aforementioned monuments, there are a few more ones of great value, such as St. Paul's Roman Catholic Church of Bač and a Convent of Nuns of the Notre Dame of Bač.

3.3. Tourism in strategic documents

The idea of the Fortress restoration and its revitalization for tourism purposes is not new and dates back to the 60s, which can be seen in Dr Ratibor Djordjevic's study "Bač Fortress Development Plan", that contains the idea of returning water to the pan of Mostonga river, as well as the use of heritage as economic potential through the development of tourism considering the creation of tourist village in Lower Town (Suburb of Bač Fortress), opening the hospitality facilities around, souvenir shops etc. Reestablishment of natural, historical ambience of the area is close to the modern principles of integrative protection, while the formation of the tourist complex and recreational center with the principles of sustainable use and development, which becomes actual at the end of the 20th century (Mrđenović, et al., 2011).

When it comes to strategic documents considering Bač municipality, in the *Spatial plan* from 1989, for instance, the focus was on natural resources: hunting, fishing and nautical tourism. In the *Program for the development of Bač municipality for a period 1998-2005* beside the mentioned hunting and fishing tourism, creating cultural and event tourism starts to be seen as a potential, before transit and excursion tourism. In the same time, it is pointed out that generally, the effects of realized tourism development are at an unsatisfying level. Furthermore, it is stated that the development is directly connected with the need of basic preconditions such as modernization of infrastructure, construction of tourist infrastructure, creation of a local tourism office, development and protection of craftworks as well as institutional conditions that will enable the definition and implementation of planned tourism development program. Moreover, action plan is presented in this document, divided per different phases including intensifying existing tourist offer, construction of basic tourist receptive capacities and enlargement of tourist superstructure. Later, in the *Spatial plan of Bač municipality from 2007*, again has been pointed

out that tourist activity in the previous period did not have the participation in economic development of the city, to such extent it should have had according to its potential and resources. The dominant potential forms of tourism allocated here were: excursion tourism and cultural (event) tourism because of cultural heritage and historic monuments, transit, nautical, cycling, rural, hunting tourism, tourism of special interests, fishing tourism, pre-and post-commercial tourism, religious tourism.

In the *Master plan of territory of municipalities Bač, Bački Petrovac and Bačka Palanka* (2010) the focus is on nautical, rural tourism, events and culture, recreation in nature and gastronomy. Likewise, the idea to revitalize the entire Lower Town and the surrounding in order to create a zone of tourist offer that would be based on the cultural and historical heritage, tradition and local gastronomy, as well as the interpretation of the entire history of Bač is supported.

In the *Spatial plan of territory of distinct purpose Cultural landscape Bač* (2014) it is stated that it is fully justified expectation for tourism to become an agent of development of Cultural landscape Bač. Defined strategic priorities of the development of the basic forms of tourism are: cultural (event) tourism, ethno and rural, eco and tourism of special interests, hunting and fishing tourism, nautical, cycling tourism. The main objectives of those priorities are to increase the number of tourists and destination's competitiveness, sustainable tourism, creating partnerships.

The Strategy of sustainable development of Bač municipality for the period 2014-2020 states four main priorities of development: improvement of tourist offer and marketing; development of infrastructural and investment conditions of tourism development; improvement of human resources in tourism domain; development of rural area for tourism purposes; raising awareness of the local population about tourism potentials and opportunities. Furthermore, in the Strategy, action plans for different areas are presented among which ten consider tourism issue for 2014 -2016.

Taking everything into consideration, although in practice this area has not been oriented towards tourism, tourism has always been seen as a potential agent of development at a planning level. What these documents have in common is that they appoint the same issues when it comes to tourism development, and it is also noticeable that there has been no particular progress in their

realization over the years. The ideas from the 60s still stay unrealized, and tourism industry is at the very beginning of the development despite all recognized resources and potentials. Nevertheless, the newest strategic documents pay more attention to tourism development, especially by defining detailed action plans, and beginning of the actualization of some, such as, for instance, the creation of the Destination Management Company "Danube" in cooperation with surrounding municipalities, with the aim to encompass tourist products and to form a common tourist offer on the national and international market. In the same way, cultural tourism is recognized as one of the prospective development niches for future development in several mentioned strategic documents, hence the questionable issue is the implementation of those strategies and putting them into action, not simply presenting a letter. Finally, in the newest *Spatial Plan from 2015* the conservation is presented in the context of sustainable use of cultural heritage stating that "valuable and multilayered cultural heritage is a true resource for the development of the whole region, primarily in the context of cultural tourism. The only way to preserve the heritage and to ensure its use and maintenance is by inclusion in the cultural offer." (Plan, 2015).

3.4. Cultural heritage is reviving?

Last decade, the significance of mentioned cultural monuments was recognized and some essential actions were conducted primarily in the domain of conservation, preservation and restoration. Cultural heritage on the territory of Bač, and therefore the area "Ancient Bač and its surroundings" have become part of international projects and national strategies. Part of the activities related to the creation of a cultural heritage presentation system on the territory of Bač are also supported by the Council of Europe and the European Commission through the "Ljubljana Process"⁸. Moreover, the Bač Fortress was included in the corpus the Danube fortresses, becoming part of the "Cultural Route - fortress on the Danube", under the auspices of UNESCO.

⁸ The integrated rehabilitation Pilot Project/ Survey of the Architectural and Archaeological Heritage was set up by the Council of Europe and the European Union in 2003. It became the Ljubljana Process in 2008. It was designed as an initiative to encourage rehabilitation of historic buildings and sites in nine countries in South-East Europe. It was premised on the idea that heritage objects are assets, part of one solution to economic development challenges rather than an obstacle to them. The basic principles were that historic places should be conserved to the highest standards and that they be promoted in such a way as to maximise their contribution to the local economy without diminishing their significance. The process focused on enhancing institutional capacity in the region and encouraging the adoption of an agreed methodology for investment in cultural heritage (Bartlett, et al., 2015).

The notable incentives and investments were undertaken under the jurisdiction of the *Development project of integrative protection "Centuries of Bač"*, derived from explorative excavations on the Bač Fortress site, which started from the local community initiative in 2002 (the realization of the Project started in 2006). The project was later expanded into direction of conservation of the other cultural goods in Bač – the Franciscan monastery, the Lower Town, the Entrance gate and the Calvary, afterword the Monastery of Bodjani. In fact, the main focus has so far been on the protection and preservation of the monuments of outstanding significance (The Bač medieval fortress, the Franciscan monastery and the Monastery of Bodjani), i.e. the project has been implemented through three main subprojects of integrative protection, as well as through smaller supplementary and supporting subprojects. Numerous activities enabled the integral interpretation of the territory and defining the mutual influence between the natural and cultural heritage (Mrđenović, et al., 2011). The main results were: creating the network of partners and spreading the project visions; implemented approach to the preservation and protection of heritage; defining the territory as cultural landscape under the name “Ancient Bač and its surroundings”, which led to registration on UNESCO Tentative List in 2010; contribution to the conservation science; management, dissemination, and development of cultural products (Vujović, Vlajković, Bulut, & Glavočević, 2015).

This Project was designed as a long-term and strategic one, with realizations made through several subprojects with three equal components:

- Component A: scientific research, diagnostics, and project documentation;
- Component B: conservation, revitalization, conservation workshops, conservation material manufacturing;
- Component C: creating conditions for tourism and employment, project management, maintenance of the monuments, marketing, and dissemination, involvement of local community (Izveštaj o realizaciji Razvojnog projekta integrativne zaštite nasleđa opštine Bač "Vekovi Bača" za programe za 2006. godinu).

The investigative work’s complex methodology, valorization and conservation and rehabilitation approach required a large circle of participants so as to uphold the invoked interest of the local community. Project has a wide network of local, national and international partners

and it is supported by the Ministry of Culture and Media of the Republic of Serbia, Provincial Secretariat of Culture and Public Information of AP Vojvodina, Municipality of Bač, Ministry of Culture and Economic Development of Italy, Council of Europe (Vujović, 2013).

For the purpose of this paper, it is important to consider and to concentrate particularly on the component C, which is connected to tourism development and which runs parallel to the previous components. Of course, without first two components the third would not exist. On one hand, the cultural heritage conservation and revitalization are important for tourist presentation, and reconstruction of infrastructure has a direct impact on the conditions of use and the possibility of tourist reception. On the other hand, the scientific research produces data which can be used later in storytelling and interpretation of heritage. Furthermore, research and works on conservation and protection were accompanied with popularization of cultural heritage and given cultural landscape. These activities were directly connected with the marketing, with the aim to present the significant, but insufficiently recognized importance of heritage. Hence, promotional material was designed, as well as the visual identity (logo), information posters and boards, map of wider area "Ancient Bač and its surroundings", different presentations, lectures, and conferences were held. Overall, the very essence of this project is the awareness, a real need for the cultural property to be integrated into the community life. Moreover, cultural heritage preservation modern doctrine lies on the concepts of active conservation, sustainability, integration, inclusion, human rights (Vujović, Unapređenje savremene doktrine očuvanja graditeljskog nasleđa- iskustvo projekta Vekovi Bača, 2013).

This component also includes establishing the *Cultural-Historical Heritage Preservation Fund "Centuries of Bač"* by the municipality of Bač in 2006. The Provincial Institute along with the "Centuries of Bač" Fund manages the "Centuries of Bač" project, providing technical support. Fund has the function of providing additional financing for projects of integrative preservation. Thus, objectives and tasks are primarily directed towards providing funds and resources, as well as financial incentives for realization of those projects. Likewise, the Fund is responsible for coordination of activities under the component C and for the development of the collaborators network in local community, with the idea to get empowered over time in order to be able to manage cultural heritage. Thus, the Fund plays an important role in supporting and including local community in activities concerning cultural heritage, starting with implementation of

various activities related to the arrangement of the Fortress to participating in organization of the European Heritage Days. The headquarters of the Fund are situated in the Lower Town (the Suburb of Bač medieval fortress), in new constructed object, presenting the Educational Center (financed by the Provincial Secretariat for Culture in 2012). The Center is a place for lectures, meetings, workshops which gathers actors from different cultural and science areas and with the aim to preserve the heritage, develop sustainable use and management as well as to promote heritage through variety of different activities, also representing part of program offer. Today, the director is the only permanent employee, but due to the enlargement of the work, a new post will be opened, a position for an assistant. In the future, it is possible that the Fund changes its registration, in order to widen the functioning, actions and operations. It is planned to build an ethno house next to the Fund's headquarters, which would be reconstructed according to the established authentic forms and the use of old materials and techniques (the walls would be made of charge, the roof of cane, as they originally covered all the houses in the street) and complements the content and enriches the tourist offer.

It is important to say that in the same year when the Fund is established, the Tourist Office of Bač municipality was created. That was the initial step in creating conditions for tourist reception and promotion of tourist offer. Then, increase of visitors was noticeable and the work of non-governmental sector was intensified (Izveštaj o realizaciji Razvojnog projekta integrativne zaštite nasleđa opštine Bač "Vekovi Bača" za programe za 2006. godinu). Today, the Tourist Office has three employees, situated in the center of Bač, with the souvenir shops in the Fortress and next to Information Center.

When it comes to cultural heritage and its use for tourism purposes, there is an idea which is an undergoing process as a part of the project, the model called a Diffused Museum⁹, in which a visitor instead of moving from one room to another as in an ordinary museum, visits the heritage sites where the monuments and objects of most important value are kept in situ. The concept of the Diffused Museum in Bač consists of the connection and communication between several monuments and places in Bač. The main sites of the Diffused Museum are (Vujović, Vljaković, Bulut, & Glavočević, 2015):

⁹ The model of diffused museum has been developed by Pact Alto Belice Corleonese (Alto Belice Corleonese), from Sicily, a partner project "Centuries of Bač" in a joint Italian-Serbian project that dealt with local development based on evaluation of heritage.

- The Bač Fortress, as the nucleus of the Diffused Museum, accentuating archaeological material and pottery, focusing on the influence of Renaissance, unique in Serbia (number 1 in the picture)

- The Educational Center - focal point where all the educational, presentational and dissemination activities will take place (round tables, seminars, presentations, summer schools for conservators etc.) (2)

- The Remnants of the Turkish Hammam (3)

- The Franciscan monastery - the rehabilitation of the Monastery is active at the moment, which will expand its use by turning it into an outpost of the Diffused Museum and an education center while preserving its authenticity. With the new envisaged contents, the valuable cultural heritage of the Franciscan monastery will be fully put in use. Once the rehabilitation is finalized, in addition to the main sacral function of the Monastery (the church with its religious purpose), the entire ground floor of the Monastery will be used for educational, cultural and tourist contents. It is planned to organize guided tours of the church, refectory, monks' rooms, etc. (4)

- The nearby Serbian Orthodox Monastery of Bodjani devoted to the topic of monastic culture is another tangible repository of inherited values.



Fig. 11: Plan of Diffused Museum in Bač, without Monastery of Bodjani¹⁰

The Franciscan monastery and the Monastery of Bodjani, as the one of the most significant symbols of the multicultural identity of the heritage community of Serbia, beside architectural value, possess a vast movable heritage which clearly illustrates coexistence, mutual

¹⁰ From presentation Vujović, Vlajković, Bulut & Glavočević (2015), modified by author by adding numbers

understanding and cooperation of the people of various confessional and cultural identities living there through centuries. One belonging to the Roman Catholic Church, and the other to the Serbian Orthodox Church, they should become as centers of the Diffused Museum – established to develop intercultural dialogue and communication using heritage. This institution would have an objective to raise local capacities for sustainable management of the rich cultural and natural heritage of this part of Serbia (Vujović, 2013). In addition, the activities of the Museum would be directed towards strengthening the cultural identity of the population, increasing the number of visitors, promoting tourist services, and encouraging the development of small businesses as well as creation of new jobs in the field of restoration and services. So far, the exhibition of the archaeological collection in the Fortress is the only one on display at the moment, while the other two in monasteries are waiting for the fulfillment of other conditions.

Investments in the Diffused Museum of Bač have been realized in phases. For the Franciscan monastery a total of RSD 9, 973,000 was allocated in the period 2006-2012, by the Capital Investments Fund of the AP Vojvodina, Ministry of Culture and Media of the Republic of Serbia, Provincial Secretariat of Culture, Ministry of Economic Development of the Republic of Italy, Municipality of Bač and Fund “Centuries of Bač”. From 2012 to 2015 additional € 108,820 were invested, and in 2013 the EU grant through Ljubljana Process II amounted € 890,000 for the rehabilitation of the Franciscan monastery. The investments in the Bač Fortress and the Lower Town, including the construction of the Educational Center counted RSD 36,003,000 for the period 2003-2014. For the Monastery of Bođani in 2014-2015 RSD 1,900,000 were allocated for the conservation of fresco painting.¹¹ The Bač inclusion in the Ljubljana Process plays a critical role in terms of future development of local communities as well as in terms of recognizing cultural heritage as a resource for development, which was the object of the research in the study of investments in cultural heritage sites in Bosnia and Herzegovina and Serbia within the framework of the European Union and Council of Europe program Ljubljana Process II. The study deals *inter alia* with the resident’s perception of cultural heritage and its contribution to the town, how other people appreciate the sites and their awareness of physical improvement. Within the case study of Serbia, the research on Diffused Museum of Bač, published in the book “The wider benefits of investment in cultural heritage”, demonstrates that perception of the benefits of cultural heritage sites mostly contributed to social benefits, tourism benefits and improvement of

¹¹ Data obtained from the Provincial Institute for Protection of Cultural Monuments, Petrovaradin

the quality of life. There is a very low level of awareness of cultural heritage benefits in terms of development and incentive to local businesses and attraction of new investments (Bartlett, et al., 2015).

According to data analysis of the community survey from the mentioned study, one third of persons aged 25-44 and two fifths aged 45-65 visit the Diffused Museum of Bač once a month. Fortress is visited at least once a month by more than half (56%) of respondents. Young people are very active in visiting the Bač fortress – 18% visit it every day, which is positive, with regard to the fact that Fortress should be a place for gatherings of the people (festivals, fairs, events...). It is noticeable that sacral objects are visited to a smaller extent (Bartlett, et al., 2015).

Table 2. Frequency of visits by local people to cultural heritage sites (%)

	Diffused Museum Bač		
	Franciscan friary	Bodjani monastery	Bač Fortress
Every day	3.6	1.6	7.0
Once a week	2.7	4.0	15.6
Once a month	15.5	20.6	33.6
Once a year	31.0	43.7	25.0
Less often	47.3	30.2	18.8

Source: Bartlett, W.; Scanlon, K.; Whitehead, C.; Branković, N; Mikić, H; Oruč, N; & Zečević, B. (2015). The wider benefits of investment in cultural heritage: Case studies in Bosnia and Herzegovina and Serbia. Strasbourg: Council of Europe.

When it comes to community perceptions of some of the social benefits, most respondents have a positive attitude towards the local heritage sites, as increasing the sense of pride (82% considering both answers “very much” and “a lot”), providing good educational experience for children (82.1%), representing national heritage (83.6%), and creating awareness of the history of the local community (82.8%). Hence, the role of all cultural heritage sites as an important element of national culture is clearly recognized by respondents (Mikić, 2013). People from the local communities perceive the economic benefits of the cultural heritage mostly as an attraction for tourists (78.2%), for attracting new investment to the area (30.5%), as a good place for recreational activities (49.2%) and for helping local businesses (40.6%) (Mikić, 2013). Although the residents of local community are familiar with the cultural heritage, the level of awareness about physical improvements is very low, meaning that local community is not well informed

about the rehabilitation projects (93% is not aware of improvements). Nevertheless, among the respondents who were familiar with those improvements, the majority were satisfied with the improvement works (30.2% “very much and 40.3% “a lot”). In relation to that, more than half of respondents (55%) expect to see improved information on the Diffused Museum, as well as improved cultural interpretation (68%) and visitors’ facilities (67%) (Bartlett, et al., 2015).

3.5. Tourist offer of Bač

Before presenting the current offer in Bač, it is important to identify local actors in tourism field, who participate in some way in the creation of tourist offer or have a role in the decision-making process regarding tourism development. Of course, the Municipality of Bač is in the first place, as a body responsible for the development at a planning level, which acts together with the Office for Local Economic Development and through creation and adoption of different projects, strategies and action plans as well as through cooperation with various partners, directs and influences tourism development. The Tourist Office of Bač municipality is established as a municipal body with the aim to promote tourist offer. In addition, the municipal Fund "Centuries of Bač" operates in this domain, through already mentioned range of activities, manifestation European Heritage Days and promotion. Accordingly, the Provincial Institute for Protection of Cultural Monuments, Petrovaradin, although outside the local community, cannot be omitted in these terms, due to their connection with the Fund as well as their active presence during the last decade, especially taking into account all the actions directed towards cultural heritage’s use for tourism purposes and activities under the component C, which had been directly or indirectly connected with tourism development.

The Tourist Office of Bač municipality promotes Bač as a destination of cultural, excursion and recreational tourism, offering programs for school and group excursions. Those are one day programs which include a visit to the Franciscan monastery, promenade along the channel and Turkish hammam, visits to the Ethno house “Didina kuća” with the refreshment, to the Fortress and the Dungeon Tower and in the end visit to the Serbian Orthodox Monastery of Bođani. In case of school excursions, some animation can be included in program, such as old children's sport games in nature or presentation of farriery and traditional rural activities.

The mentioned program refers only to organized tours, hence, without announcement in advance, it is not possible to visit the ethno house, for instance. Generally, other cultural monuments are at disposal, but outside of Tourist Office's working hours it is not possible to enter the Dungeon Tower (unless the doorkeeper opens it, but again, there is no tourist guide at disposal). Therefore, visitors who would come by accident, especially at weekends, may come to a closed door. On the other hand, the municipality cannot employ permanent personnel in the Tower, as, according to them, there is no economic profitability due to the unsteady flow of tourists, since it is usual that some weekends are not visited by any tourist. Moreover, there is a serious issue regarding a guiding service, because so far, the guide has been a representative of Tourist Office. Sometimes the director of the Fund helps and guides, or in case when some expert groups come, representatives of the Institute are often the organizers and guides too. Those people are not obliged to do additional pro bono work. Even the representative of Tourist Office in this case has to work additionally, after working hours. There is no licenced tourist guide who would guide tours, which would contribute not only to the improvement of tourists' experience, but also decreases the dependence on working hours of Tourist Office. Such offer is limited only to sightseeing, and without a story, there is no tourism – a tourist is not satisfied only with ramparts about which he does not know anything. Consequently, we cannot speak about "cultural tourism" in the real sense, because there are no united tangible and intangible forms of destination's culture which would provide atmosphere and experience of a given destination to the tourists, not to mention the lack of dimension of cultural contact with the local community. On the other side, the local community cannot have benefits of visitors who come, see and leave, who do not spend any money, except maybe for the entrance tickets in the Fortress and the Franciscan monastery. In addition, visitors usually finish the tour in three hours, and they do not have additional free time which they would use to spent walking around, get to know the town, or get involved with the locals.

3.5.1. Tourist turnover

The Town of Bač is not registered as a tourist place, hence there are no official statistics by the Statistical Office of the Republic of Serbia regarding the tourists' visits and overnights, nor official statistics about the number of visitors at the four key Bač sites. The data given by the local tourist office, for the years 2013 and 2014 indicate that Bač is visited by school excursions,

organizations, pensioners excursions, students, and visitors coming for cultural events. In 2013 the detailed statistics were recorded about the visits to the Fortress, due to temporary employment of one person in the Fortress, who was also responsible for tracking the number of visitors. In this year, there were 3,685 tourists in total, among which 2,712 were domestic and 946 foreigners. Beside the organized groups that are prevailing, some individual visits are recorded, from Italy, Hungary, France, Canada, Germany, Belarus, Bosnia and Hercegovina. Available data for 2014 recorded only group visits, with 2,222 tourists in total. In addition, the research study „The wider benefits of investment in cultural heritage“¹² which was conducted from July to September 2013 in Bač, gave some information about the profile of visitors to cultural heritage sites and their perception of the value of the sites. The data indicates that foreign visitors comprised one third (32%) of visitors to the Diffused Museum of Bač. Examining how tourists arrived at the heritage sites, 53.2% come by organized tour, 36.9% with friends, 12.6% with family, and 9% on their own. The duration of visitors' stay is short, in the majority of cases a whole day (34.2%), half-day or less (29.7%), or two days (21.6%). During their stay, most tourists are interested in visiting other tourist attractions (91%) or going to a restaurant (48.5%). The reasons for visiting the cultural heritage sites are mostly: tourism (70.3 % of respondents), general interest in historic sites (55.9%), outing with the family (55%), specific interest in particular site (49.5%), attending an event (27%), recreational experience (26%) and education (26%). The results illustrate a rather low degree of loyalty of both domestic and foreign tourists, with 13.9% of foreigners having visited Bač more than once (Bartlett, et al., 2015). This data can be explained by the lack of additional content for tourists, as well as by domination of seasonal offer. Hence, when tourists visit once all attractions, the sightseeing is over and they do not need to go back. This study also concludes that visitors derive a sense of a local heritage site from its cultural values and they seem to be mainly history and culture enthusiasts, which suggest that these sites are perceived as attractive cultural tourism destinations (Bartlett, et al., 2015).

The duration of visitors' stay of mostly half-day or whole day can be explained also by the lack of accommodation facilities. The capacity is at a very unsatisfying level, with around 100

¹²Bartlett, W.; Scanlon, K.; Whitehead, C.; Branković, N; Mikić, H; Oruč, N; & Zečević, B. (2015). The wider benefits of investment in cultural heritage: Case studies in Bosnia and Herzegovina and Serbia. Strasbourg: Council of Europe.

bed units in the municipality¹³. There are three restaurants with overnight services, and only one is in Bač town (there are two without lodging services) with the capacity of 12 beds, the second is in Bodjani (14 km from Bač), and the third is in Selenča village (around 13 km away). There are four categorized private objects for accommodation (two stars) with the total capacity of 23 beds (rooms for renting “Jakic”, the Ethno house “Didina kuca”, rooms for renting “Zorka Baljak”, house “Čoban”).¹⁴ The hotel in the town center with the capacity of 14 rooms and 32 beds is closed due to unresolved ownership relations. Generally, this problem is characteristic for the entire municipality and is one of the main obstacles in the realization of prolonged stays for visitors in Bač.

3.5.2. Promotion

When it comes to sources of information about those sites, more than a half of respondents were informed through a recommendation from friends (57.7%) indicating a strong non-formal channel of promotion, where personal recommendations and online distribution of information are dominant. This corresponds to the fact that Bač is recognized and promoted locally and regionally. Closely related to this is the lack of visitors' awareness of investment in and improvement of cultural heritage sites, that is to say a very low visibility of projects and a low scale of the use of project information in increasing the visibility of heritage sites and creating the demand for new tourist and cultural attractions (Bartlett, et al., 2015). Related to visibility and promotion, the Tourist Office of Bač is active on Facebook page with 3,285 followers¹⁵ and that is at the moment the primary form of online promotion, taking into account that the web site is currently under reconstruction. Generally, the tourist offer of Bač is not as present on the web, considering only one promotional video on Youtube with 5,196 views¹⁶. The additional Facebook page of organization “Centuries of Bač”¹⁷, as well as one of the NGO “Bač in the heart of Bačka region”¹⁸ contribute to the on line promotion of Bač with 1,052 and 4,631

¹³ These data are not precise due to their variation in different sources of information. In addition, there are unregistered objects regarding private accommodation.

¹⁴ Data obtained by the Tourist Office of Bač municipality

¹⁵ <https://www.facebook.com/turisticaorganizacija.opstinebac>, last viewed on 15/08/2015

¹⁶ <https://www.youtube.com/watch?v=8PoOal0dlh8>, last viewed on 15/08/2015

¹⁷ <https://www.facebook.com/pages/Vekovi-Ba%C4%8Da/223500454481510?fref=ts>, last viewed on 15/08/2015

¹⁸ <https://www.facebook.com/bac.usrcubacke>, last viewed on 15/08/2015

followers¹⁹. On Trip Advisor website Bač Fortress is listed as an attraction, but only with three reviews²⁰. Furthermore, the National Tourism Organization of Serbia promotes Bač together with municipalities Bački Petrovac and Bačka Palanka, pointing out monasteries, fortress, the first pharmacy in Vojvodina and gastronomy, while the Tourism Organization of Vojvodina promotes the Bač municipality with a more detailed offer, including accomodation and hospitality facilites, all attractions, events, and acitivites. In existing on line offer, by incoming travel angencies, Bač is incoporated in the wider program of one day excursion, with visits to the Bač Fortress and the Franciscan monastery.

*

Taking everything into consideration it may be concluded that tourism is at pre-development stage or at a very initial phase of development, regarding the organizational factors, number of tourists, and offer. Antropogenic values are more exploited and incorporated in the tourist offer then natural, but again insufficiently. The offer is seasonal, with domination of sightseeing and one day programs, which is very limited and according to the given potential, underdeveloped. There is no organized tourism nor cultural tourism in the real sense, but all comes down to excursions and transits from which local community cannot have benefits, therefore, the additional content is needed. The number of visitors is very modest, which is in accordance with the scant promotional activities, both of tourist offer and cultural projects. The main obstacles for tourism development are the lack of accommodation facilities and human resources in the tourism domain (tourismologists, marketing staff, tourists guides).

4. Results of the research

4.1. Methodology

For the purpose of this research, semi-structured interviews were conducted. This method chosen due to its ability to vary the sequence of questions and to ask further questions in response to what are seen as significant responses (Bryman, 2012). Interviews were conducted face to face

¹⁹ Last viewed on 15/08/2015

²⁰http://www.tripadvisor.com/Attraction_Review-g2462618-d7003842-Reviews-Bac_Fortress-Vojvodina.html, last viewed on 15/08/2015

due to the importance of getting the exact responses and given the fact that the research is focused on gaining insight and understanding; answers were tape recorded, with the permission of the respondents, using dictaphone and were later transcribed. Interviewing started on 3rd June 2015 in Novi Sad, and continued from 5th to 8th June in Bač during the main field research period of five days.²¹ There were no refusals, all respondents were willing to cooperate and participate in the survey.

Survey sample was chosen using purposive, non-probability sampling method, based on already conducted mapping of actors and interest groups in tourism field. The interviewees were representatives of local community on one side, and local actors and authorities in tourism sphere, having a role in decision making process, on the other side. In total, 17 interviews were conducted with 19 people²², with a duration ranging from 14.5 to 60 minutes. When it comes to representatives of local community, there were 14 persons divided into two groups, whose selection was based on the following criteria – the experience in tourism activity so far in terms of provision of complementary services or products to tourists. Hence, the first group of interviewees (group A) consists of local community representatives who are already involved in tourism activity and within this group there are: restaurant owner, owner of accommodation facilities (who was involved in serving the hunters), woman who creates and sells souvenirs (craftswoman), president of non-governmental organization which is dealing with tourism development, and a couple who owns an ethno house and rent the rooms.

In the second group (group B) there are people who do not have previous experience in tourism activity, but have some potential to be involved like some of them who are involved in certain associations: two women who are in non-governmental women organization which deals with old crafts and preservation of tradition, one of which owns old national costumes; the president of Folk dance ensemble; women from City choir association; then individuals such as a woman who makes and sells handmade jewelry; painter; a couple who has renovated the floor of their house and have the possibility to rent it. Thus, the survey sample is heterogeneous in order

²¹ The field research was undertaken from 3rd to 9th June, starting in Novi Sad, by visiting the Provincial Institute for Protection of Cultural Monuments, Petrovaradin, then staying from 4th to 9th June in Bač. Before the main research period, the author had visited Bač twice, attending presentations, having tours and sightseeing, meeting with people and planning the main research.

²² Two married couples were respondents in case of examination of local community, as owners of ethno house in the group A and a couple who has a renovated house in the group B, hence both interviews were conducted with two persons at the same time because they are in the same role and together in business

to have an insight from different aspects and a wider picture. The first set of questions was the same for both groups, examining their familiarity with the cultural heritage and how they perceive the image of Bač. The other set of questions concerns tourism, examining their opinion, experience and motives for involvement in tourism activity²³.

Furthermore, based on mapping of actors in tourism sphere, the interviews with local actors and authorities in tourism sphere were done (group C), using the role in participation and decision-making process in tourism development as the criteria. Consequently, the respondents were the representatives of the Provincial Institute for Protection of Cultural Monuments and the Tourist Office of Bač municipality, the president of municipality and the director of the Fund “Centuries of Bač”. In addition, in this group of respondents there was also a friar in front of the Franciscan monastery, as a person who is in charge of one of the Diffused Museum points, in that way represents a decision-maker.

The first set of questions for representatives of local community (groups A and B) was constant for all respondents regarding their knowledge about cultural heritage, opinion about its attractiveness as well as perception of Bač’s image and awareness of the projects and existence of Education Center. The second set of questions varied depending on the group and their involvement in tourism activity, with one common question concerning disagreement about the conditions of protected cultural heritage’s use, explanation in what way and if that influences them. With this question, the interviewer attempted to gain insight whether this issue demotivates locals to provide some complementary services to tourist. Also, respondents were questioned about their attitudes towards tourism. The common questions for all the respondents from the group C were regarding the disagreement about the conditions of protected cultural heritage’s use, mutual cooperation between them, main problems in tourism development, how they perceive the image of Bač and what tourism niche should be a priority.

4.2. Findings

In order to explain and answer the research questions, major topics will be discussed: disagreements about the conditions of protected cultural heritage’s use and its influence on tourism presentation and motivation of local community involvement in tourism, the perception

²³ See appendices for an interview guide

of the image of Bač by different groups of respondents, the attitudes of locals towards tourism industry and main problems regarding tourism development.

By analyzing the interview transcript, one of the topics which can be pointed out is related to the disagreement about the conditions of protected cultural heritage's use and their influence on tourist offer. Namely, there are different managers of cultural heritage in this area, and the fact is that the Fortress is state property, under competence of the Provincial Institute for Protection of Cultural Monuments, Petrovaradin, The Franciscan monastery under Zagreb County (private property rights), the Monastery Bodjani under the competence of Serbian Orthodox Church. Overall, those are all protected cultural monuments of outstanding significance for the Republic of Serbia, whose protection is under the responsibility of the Provincial Institute for Protection of Cultural Monuments, Petrovaradin.

All respondents within the group of local actors and decision makers – group C, were consistent in the statement that **disagreement exists**, and that it needs to be solved. It is obvious that the **issue of cultural heritage's use is not yet defined**, which is confirmed by the statements of respondents:

The Representative of Tourist Office: *“That issue is not resolved at all, on one side Institute has the power, in terms of protection and procedures of conservation, revitalization, and we, as a tourist office, we are for tourism. The conditions are not defined, for example, how a big group can enter the Tower, the movement of tourists...they speak about cultural heritage only in terms of protection, sometimes about tourism purposes, everything starts from them.”*

The Director of the Fund: *“We will see who manages that, this is the right moment for the questions about who manages the cultural monuments to get clarified”*

Friar, the Franciscan monastery: *“That is unclear, cultural heritage, management, because those are all different owners, something is church property, something is owned by states...”*

Respondents openly talked about obstacles, and apparently, there are two sides: Provincial Institute for Protection of Cultural Monuments and others. The Institute is seen in the eyes of others only from the side of protection and preservation of heritage, as someone who imposes demands, from whom everything is starting (all projects, permissions) and someone who is

sometimes a hindrance - except the Fund, which naturally has a close and good cooperation with the Institute, according to participation in project realization. On the other side, the Institute emphasizes that: *“A lot of effort has to be made in that direction, because the way the heritage is used is the essence of its protection”*, adding that *“they see our competence and jurisdiction in the wrong way.”*

This can be put in relation with their mutual cooperation. The Fund and the Tourist Office have a good cooperation, while there should also be more understanding among others (Municipality and Institute, Institute and Tourist Office). Closer collaboration of the Institute with others is needed, in order to understand the aims of protection and to clarify dilemmas about cultural heritage’s use and protection, which are apparently not explained, hence the protection is seen as a hindrance, something which slows down the development.

This **disagreement about conditions of protected cultural heritage’s use and management can endanger tourism presentation**, and as long as the protection and the Institute are seen as contrary to tourism development, the progress will not be achieved. Development of strong partnerships between tourism operators, heritage managers and the local communities is necessary for successful tourism development.

On the other side, **this issue does not concern local community or cause directly their demotivation for involvement or their willingness to invest in tourism development**. Majority of them are not familiar with the existence of those problems, replying that they are not aware, did not see. The woman from organization which deals with old crafts and preservation of tradition says: *“I am not familiar with that, we collaborate with the Institute, have a nice cooperation with Vesna from the Fund and Slavica. And about that part which is related to local government, I have no information about that and I really do not know if there are some disagreements.”*

The persons who did know about those discords were owners of the ethno house but it has to be taken into account that they have a close cooperation with the Institute, Fund and Tourist Office, so it is natural that they have the insight. Nevertheless, they expressed that *“we, as common people, are not affected by it.”* Moreover, the president of non-governmental organization which deals with tourism development shares the opinion of other interviewees in the group, saying that: *“...cultural heritage, in which large funds are invested for its*

rehabilitation, and all of that is under the control of the Institute, and if they do not give green light for some interventions, our hands are tied, which is, in my opinion, not good. I think that there are a lot of things which active community and local government could do, without the Institute...but they do not allow them to touch anything without their permission...In the Institute there are experts, there is no doubt, but they took over too much control, and everything goes very slowly.”

Above all, those disagreements are familiar only at the higher level and concern people who deal with organization of tourism at a planning level, but representatives of local community are aware of that only in case they are really involved in tourism (president of NGO which deals with tourism development, craftswoman or owners of the ethno house). This confirms that **local community is not in the stage of being an initiator** and they are not thinking about being more actively engaged in tourism activity.

The reason for that can be found through their attitude and opinions towards tourism. Although there are opposite believes, generally, people are not against the idea of tourism development, but what is noticeable is that **they are not satisfied neither with the organization nor with the current results of tourism development**. Following statements illustrate this point:

The woman who sells jewelry: *“It is (tourism) at starting phase, but I stay positive”*

The president of the Folk dance ensemble: *“What has been happening and is being done now, I do not think is the right thing”...“A lot is going on in positive direction, but that is still insufficient, and a lot of things are done just to be done, there must be a thorough approach, more serious and better work to be done”*

The couple with the renovated room: *“That would not be bad, just if we had some support, a little bit more open door, both from municipality and tourist office...”*

“It is possible, but, unfortunately we do not have something else to offer, except the sightseeing, so we have only the summer season. That would be just the additional source of income, it cannot be relied on”

Restaurant owner: *“That must be improved totally, people are not informed...”*

Craftswoman: *“It is present to some extent, tourism exists, but somehow, that is not it...neither is it advertised enough. There are lot of ~~fl~~ tourists...tourists, when they come, they see nothing...nothing is full of life here.”*

Moreover, when they were asked about this question, each person connected their attitude/ perception with some of the problems. Even when they are for the tourism development, there is always a “but”. Mentioned **problems were about the lack of accommodation and hospitality amenities, limited access to the Tower, insufficient promotion, organization at planning level (regarding the Tourist Office and municipality), lack of human resources (tourist guide) and experts in tourism field.**

The president of Folk dance ensemble: *“Tourists would come, see, leave, and spend nothing...he will go to sleep somewhere else”*

Restaurant owner: *“The problem is that the tourist will have a one-day tour”*

President of NGO which deals with tourism development: *“Lack of interest, and attention to set up to the higher level of the organization...there is no initiative from the top.”*

The owners of ethno house: *“There are very few tourists. Tourists in Bač are coming on their own, not so much through Tourist Office, but they see on the map, think it would be interesting, visit and leave. That is what I am talking about, more promotion is needed....and Bač is not ready for the guests because we in Bač, we have maybe fifty beds.”*

The woman from City choir: *“In order to attract more visitors, our municipality needs more capacity, such as accommodation facilities, which are very poor, and a better, more complex and different program is needed, not just to guide tourists to the Fortress...it should organize more events...”*

It seems that people from **local community do not have motivation or sufficient reason to think about provision of complementary services to tourists or to be a part of tourist offer, because of the stage of tourism development in general.** It is obvious that **local community expects from the authorities to deal with that issue, in terms of content and offer improvements as well as solving the issue of infrastructure.** In addition, people who are already involved in tourism activity, had not started because of tourists, but had other reasons, and they accidentally entered into tourism activity. Hence, the hobby was transformed to creation of souvenirs and later selling, the ethno house became one of the main tourist offer from the idea

at the beginning to maintain tradition; renovation of the rooms was not intended for providing accommodation to tourists, but rather a necessity at that moment. Only two interviewees from group A entered deliberately into tourism, and those are the president of the non-governmental organization which deals with tourism development and the owner of accommodation facilities, having in mind that he started in the 90s and had developed cooperation with hunters, so from restaurant, he enlarged his business to the provision of accommodation, too. On the other side, **respondents think that cultural heritage is significant and also attractive to visitors** (which is confirmed by the mentioned study of European Council, too), **but** seems like **it is not a sufficient motive for their involvement in the provision of complementary services as they see more obstacles and problems than use from it**. In addition, people compared and said that before it had been much better, there had been more tourists, and now everything had stopped.

To illustrate this point, the woman from organization which deals with old crafts and preservation of tradition²⁴ says: *“At the beginning, when the Tourist Office is established...then, there were more visitors, and in general, there were more interested people, so that we were opening our organization sometimes on Sundays too, or whenever, there were really plenty of visitors.”* This opinion is also stated by the owner of accommodation facilities who rents rooms mainly to hunters, explaining that before there were much more hunters (especially Italians) that he hosted, and now he is not satisfied. Consequently, the **local community does not see any progress in tourism development**, and if we add the strong influence of external factors such as economic crisis and turbulent political situation, which are often stated in the interviews, it can be concluded that people are demotivated, so that until they do not see any tangible results, it will be hard that some initiative be undertaken.

Many scholars were exploring interrelationships between local perceptions of impacts and the level of tourism development, interpreting the results in the context of a number of theoretical models (Butler, 1980; Ap, 1992; Perdue, Long and Allen, 1990; Madrigal, 1993; Hunta and Stronza, 2014; Hernandez, Cohen, and Garcia, 1996; Teye, Sonmez and Sirakaya, 2002). Most researchers suggest that residents' attitudes towards tourism are initially positive and in later stages of development more negative, such as for example Butler's most influential stage-based tourism TALC (Tourism Area Lyfe Cycle) model describing tourism areas evolving through the

²⁴ This organization possesses an ethno exhibition and a souvenir shop in their facilities, which was included in tourist offer before, when there were more school trips. Now it is not opened for tourists.

stages of exploration, involvement, development, consolidation and stagnation, at which point the area either falls into decline or is rejuvenated. Butler implies that attitudes are positive in earlier stages, when cycle starts with the “exploration” stage, where there are very few tourists. Furthermore, some authors argued a segmentation approach like Madrigal (1993) who stated that one of the most persistent segmentation variables in research on this subject was employment in the tourism industry (i.e., that those who worked in the industry would have more positive attitudes towards tourism). This was also a sort of criteria for hereby sampling method, however, there is no significant differentiation among respondents’ answers between the groups A and B, due to the fact that not only does neither person involved in tourism perceive it positive as a whole, but they are also pessimistic to some extent and dissatisfied. In addition, the others models imply positive perceptions of local residents: embracement (eager welcoming of tourism), (Ap and Crompton, 1993), euphoria (Doxey, 1975), adoption (Dogan, 1989). Nevertheless, in terms of this case study, it is obvious that interviewees were not adopting, exploring, embracing or euphoric about tourism and thus not exhibiting attitudes characteristic of the early stages of the models. This is in accordance with the Hunta and Stronza’s view that “the initial phases of the stage-based tourism models appear to only have relevance where residents already have at least some understanding and exposure to tourism prior to its development or consolidation” (Hunta & Stronza, 2014, p. 292). In this case, it has been already mentioned that Bač can be considered as in its pre-development stage of tourism development, for which Miossec (1977) proposed the notion of a “pre-tourism” phase or a period when residents have little or no exposure to tourism. On the other side, this rather “passive” attitude towards tourism (meaning that although they are generally for tourism development, they do not see themselves within that concept) can be supported by social exchange theory (Ap, 1992) which infers that local people evaluate tourism in terms of the costs and benefits they expect to incur in exchange for their involvement in it. When an individual perceives higher benefits than costs, he/she will have a positive attitude towards the development i.e. when benefits start to manifest and there is still not enough tourism to result in many costs the community residents are often very optimistic (Diedrich & Buades, 2009). Hence, it is not unusual that the local community in Bač is not in those optimistic and euphoric earlier stages, when they do not observe potential benefits. Pointing out the problems in their answers confirms this viewpoint. Likewise, they do not benefit (not economically) from participation at manifestations, for instance the City choir or the Folk dance ensemble. The

president of the Folk dance ensemble states: “...that is only a cost for us, because, for each event (manifestation), we cannot do without twenty thousand dinars (around €170). We must have a rehearsal, invite orchestra from Palanka, because we have only four people here. And they come because of our friendship, not because of financial benefits...” The similar situation is pointed out by the women from the City choir: “Only the conductor is paid, the rest of us work on a voluntary basis, we even often finance participation at manifestations on our own.” Moreover, some answers demonstrate that although locals **believe** they **would** have the use and benefits of tourists, **the risk prevails**, as well as a lack of possibility to invest, so even if people would think of investing in some private business, they are prevented due to financial reasons. Owners of the ethno house say that so far (they are six years involved in tourism) they have invested heavily, and it has not paid off yet, a lot of time is needed to be cost-effective, because Bač is not a tourist destination where tourists would come every day, adding that there is even no statistics about that. They also believe that: “we (thinking about local community) now come to some discrepancy, people would offer some services to tourists, but now they do not have the possibilities, while before, when they had the chance, that did not occur to them, to be involved in order to generate additional income....and to invest for that number of visitors per year, that is not lucrative”. Theoretically, residents who view the results of tourism as personally valuable and believe that the costs do not exceed the benefits will favor the exchange and support the tourism development. Thus, residents appear to be willing to enter an exchange with tourists if they feel the transaction will result in a gain (Jurowski, Uysal , & Wil, 1997) which is not certain at this moment in Bač, due to the rate of development, a low number of tourists and lack of significant results.

Moreover, it seems that local community is **not educated** in terms of benefits from tourism, which is one more factor that influences their perception, besides financial reasons. This conclusion derives from the interviews in which it can be noticed that some individuals from the group B are not well informed about possibilities to categorize the accommodation facilities, sell handcrafts as souvenirs via Tourist Office, or for instance, to offer national costume in private possession for exhibition, tourist presentation or similar use. The global atmosphere which can be noticed within the community is best described by the words of the president of the Folk dance ensemble: “There is nothing of that (tourism). Without some industry and economy, how will people earn money? Tourism is a tertiary sector, and culture, so if you do not have a basis, there

is no tourism. If I do not have enough to survive, to live, neither culture nor tourism would even cross my mind. If people have jobs, existence, then that story can be taken into consideration. There has to be some production first, and then tourism.”

*

One of the research questions concerns with how both representatives of local community and local actors in tourism field perceive the image of Bač, whether it is based on cultural heritage. In addition, do local authorities believe that tourism development in Bač should be based on narrowly focused cultural tourism or on the wider tourist offer?

On the questions how they perceive image of Bač and what they think should be the offer for tourists, the representatives of local community were pretty consistent saying that Bač is more than the mere image of cultural heritage.

The woman who makes jewelry: *“One small place, but it has a lot to show and offer.”*

The President of NGO which deals with tourism development: *“Mainly people connected it with the cultural heritage, the Fortress as an attraction is “wow”, but we also have Danube with the longest flow along some municipality in Serbia, we have a bike trail, hunting tourism...”*

Consequently, local community thinks that this wider image should be offered to tourists too:

The Owner of accommodation facilities: *“A little bit of everything, tourists are different, there are some of them who are interested in culture, the others in hunting or in something else. There is also a bike trail which goes along the Danube. It should offer everything that exists, from less interesting to more interesting things, so that tourists can choose”*

The woman from the City choir: *“I think that other different contents should be encompassed here in Bač, and hunting, fishing, cycling and all that should be connected to some events, and not just organize events about food and such type of entertainment, but to relate with the content, especially to cultural heritage”*

The President of the NGO which deals with tourism development: *“I think that the municipality of Bač should not emphasize and force only what is well-known, but it should soon and urgently draw public attention, also at local level, to all other potential which it possesses, and it possesses a lot, it could be a little Disneyland.”*

No matter what group of respondents among the representatives of local community is considered (group A or B), they share the opinion that *“everything should be pervasive”, “for tourists it is not enough to visit only monuments”, “it should be wider, it should all together be an offer as a whole, it would be more interesting”, “the municipality has what to offer, just to widen the offer, to include some novelties”*.

Only one person, the craftswoman, has the opinion that the image of Bač is connected with cultural heritage, which should be put in use, and that the area itself as a place is not interesting. This can be explained by her observation that everything is neglected (overgrown grass along the bike trail, mosquitos and overall lack of arrangements). Moreover, she is not familiar with hunting areas (although she was not born in Bač, she has been living there for almost twenty years). Furthermore, she creates souvenirs with the motives of cultural monuments, focusing mainly on the Fortress as a recognized symbol.

When it comes to local authorities and actors in tourism field, the same, wider picture of Bač is dominant in their responses. Those answers were connected to the presentation of tourist offer.

The Representative of Institute for Protection of Cultural Monuments: *“I see Bač holistically...where you should understand the space, territory...that should be the space of gathering, learning and creativity...It cannot go wrong, people should be attracted by various grounds, you have all of that, why do not use those potentials? Offer the place with the message...Nobody should come only because of the Fortress....the package as a whole should be offered, not just details. Both natural and cultural values.”*

The Director of the Fund: *“It would be a pity not to offer a little bit of everything, because the fortune is exactly such diversity, we made nomination to UNESCO list in that manner, as Bač with its surroundings, to encompass both cultural and natural heritage, and hunting area, cycling....The offer should be divers, I think that is the future of tourism”* but she added that: *“we can play mostly the cultural heritage card, somehow we did not manage to create specificity of the place, to create a brand, and to find something which would be recognizable only for Bač”*

The president of the municipality also argues that not only one should niche of tourism be developed, due to suitable space for hunting, fishing, but also that cultural heritage is the “heart” of everything, as something which Bač is known for, so cultural tourism would be the fastest and easiest way of exploitation at this moment. The similar point of view was taken by the representative of Tourist Office pointing out that wider offer and different types of tourism demand a lot of time and resources. Moreover, as Bač has been already known for cultural heritage, that should be the focus, and other things are just a plus. In this case, both intangible and tangible cultural heritage should be considered. This standpoint is explained by the fact that: *“...and nature, the Danube, that is something characteristic also of other municipalities, or it is something which is at the very beginning, for instance the revitalization of the Bač’ channels, it is a potential.”*

It is obvious both from previous mapping and tourist resources presentation that Bač is an heterogeneous area with many possibilities for tourism valorization and presentation, which is also supported by the results of the interviews. Nevertheless, it can be noticed that representatives of municipality and Tourist Office see cultural tourism as a priority niche to develop. Also, the real capacity for developing other forms of tourism, in terms of their state condition, level of exploitation and necessary investments it has to be taken into account.

What is interesting in the results of the research is the fact that there is a positive attitude about tourist potentials and attractions in Bač, moreover locals see it as very appealing, not only cultural heritage, but wider image as it has been explained. On the other hand, they are not motivated to be involved in provision of complementary services. If they are aware of those potentials, why are they not using them? The “passive”, lack of initiative state may be related to previously mentioned deductions which are permeated: (1) dissatisfaction with the level of organization, (2) insufficient tangible results of tourism development, (3) expectation of others (local authorities) to address it and solve the problems, (4) perceptions that costs prevail the benefits, (5) lack of knowledge and education in terms of possible gain of tourism and how they can be involved in such activities. In addition, in answers of respondents it is noticeable that any incentives in terms of support for their potential involvement are welcomed. Even representatives of group A state that: *„there is no initiative from the top“* or *„if Municipality, Province or State had given the incentives for old buildings, as it did in the case of couples from Vojvodina, well if*

only interested in tourism would get some subsidies like that“, or that political situation is such that every time is a new beginning, hence, they are always in the same position, place, without any progress. Consequently, in spite of potentials around them, people do not find either enough motivation or encouragement and support to get involved in tourism activity.

5. Conclusions and recommendations

Starting from the theoretical concept that tourism is sometimes found as the only development option in the regions which are struggling to maintain a favorable balance of trade without the benefit of manufacturing industries, as well as the fact that heritage can help in terms of gains to some local communities, where rural and local economies go through difficult times of change, the question is whether this concept is also acceptable in case of Bač? Moreover, community-based tourism is seen suitable for underdeveloped localities (i.e. remote, rural and marginalized with weak local economies) and people in small towns, which is the case of Bač. For many destinations with limited resources, culture, heritage and unspoiled nature are arguably the only development opportunities where local life-style, folklore, culture, materials, clothing, music, dancing, food, beverages and the natural surroundings become the chief community products. However, when it comes to community-based steps, strategies, and activities to develop tourism, there is no one-fits-all framework or blueprint applicable to all destinations due to the uniqueness of different destinations, their phase of development and other location-specific characteristics. Yilm et al. (2013) highlight the importance of different stakeholder roles saying that the government and different donor organizations should be the major initiators, facilitators, and leaders in this process. The role of government is to provide the supportive policy framework for community involvement and participation in CBT visioning, planning, development, managing and sharing all the benefits and costs. Besides, the civil society (educational institutions, NGOs, different associations, organizations) are also instrumental in increasing awareness, providing training and information, bringing the stakeholders together, and assisting locals when voicing their issues and opinions. Citizen participation is essential, provided that those who participate are representative of the whole community and are capable of looking after public interests. Ideally, community participation allows citizens to shape their local economies

by influencing the type of business, industry, and employment opportunities in their own backyards (Yilm, Semrad, Tasci, 2013). In addition, local people should be included in the creation and realization of tourist development projects, so that their participation in certain activities contributes the strengthening of the interaction between the private and government initiatives which are mutually supportive and complementary in the framework of tourism development projects (Tomka, 2003).

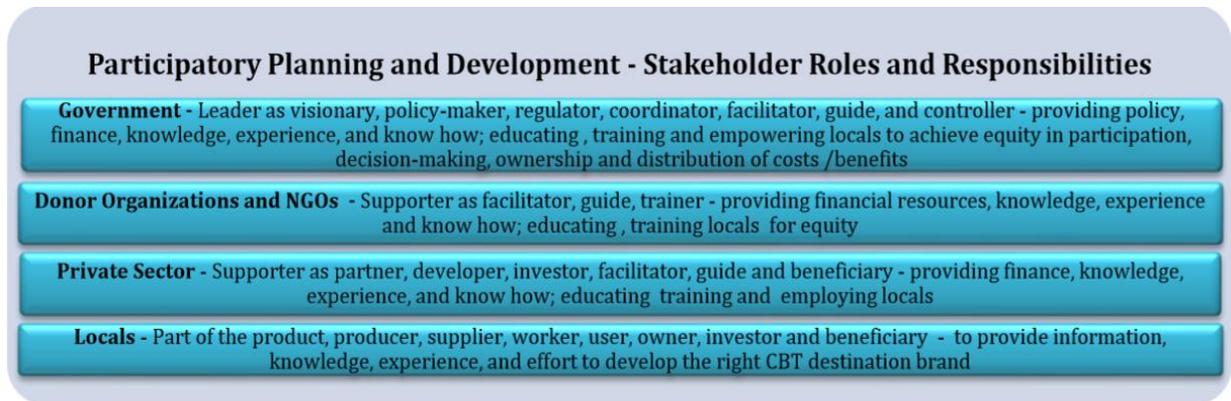


Fig. 12: Stakeholders, actors and roles in CBT development process (Yilm, Semrad , & Tasci, 2013).

In the case of Bač, the authorities should put more effort into providing beneficial policy improvements, finance, know-how, training and the empowerment of locals to self-organize. The state, province and municipality, and other local authorities have to be the initiators, the supporters and the major agents of change. These efforts should trickle down from the top, at national level, as shown in figure 13. The government then encourages local initiatives through various incentives and subsidies, such as various tax exemptions and breaks for a set period of time (e.g. the first three years of doing business). In this, Province of Vojvodina has a very important role to play too. Together, the tourist offices at a national and provincial level have a shared role in promotion, branding and positioning of the country/region as a go-to destination. Furthermore, the local community sees the authorities as the chief initiators of the development and expects them to deal with issues such as infrastructure improvements, tourist signalization, accommodation facilities, incentives and organization at the planning level. The good news is that some projects are being realized and planned. Beside the Diffused Museum and the projects aimed at refurbishing cultural monuments, there is also the IPA project aimed at the development of cultural heritage and tourist offer, the creation of the Destination Management Company and the rebuilding of the Lake area. The opportunity and importance of accessing the international

and interregional funds in order to create and enrich tourist offer through joint projects, should not be underestimated, especially in view of Bač's border position which creates shared interregional interests. This area should also become more appealing to private investors, and a few investment projects have already begun. The future development arriving from the private sector will have a crucial role, especially in regard to accommodation and hospitality facilities. Consequently, the municipality authorities are the ones who should attract investors, by creating the suitable conditions for development of tourism and working on improving the tourist offer, which would bring more visitors who will prompt more new initiatives and businesses. Previous experience proved that attractions and tourist values alone are not enough to engage the locals; especially taking into account that motivation for the majority of them already involved in tourism is not dependent on the number of tourists and their visits. This is also one of the factors which prevents locals to think about involving themselves in the provision of complementary services – they are reluctant to risk investing into something which is not certain and not happening yet, without seeing some tangible results first. This perception has been already explained in the results section, and it is not unusual considering the stage of tourism development, which is explained in theory as the exploration stage of a destination that begins as a relatively unknown place where visitor numbers are low and where approachability, the facilities and the local knowledge is still underdeveloped. After discovering the destination, word-of-mouth advertising from tourists who have visited the destination reaches other potential travelers (present situation in Bač, with domination of non-formal channel of promotion such as personal recommendations) which is usually then followed up by the development of attractions and hospitality amenities (this phase would be the logical next step). Although the core of the product offer for visitors already exists (attractions), peripheral and auxiliary elements are lacking and need to be developed to complete and complement the product offer. The recommendations for the improvement of tourist offer as well as pointing out the role of education should be continuously present in whole process of development from the very beginning, as figure 13 shows.

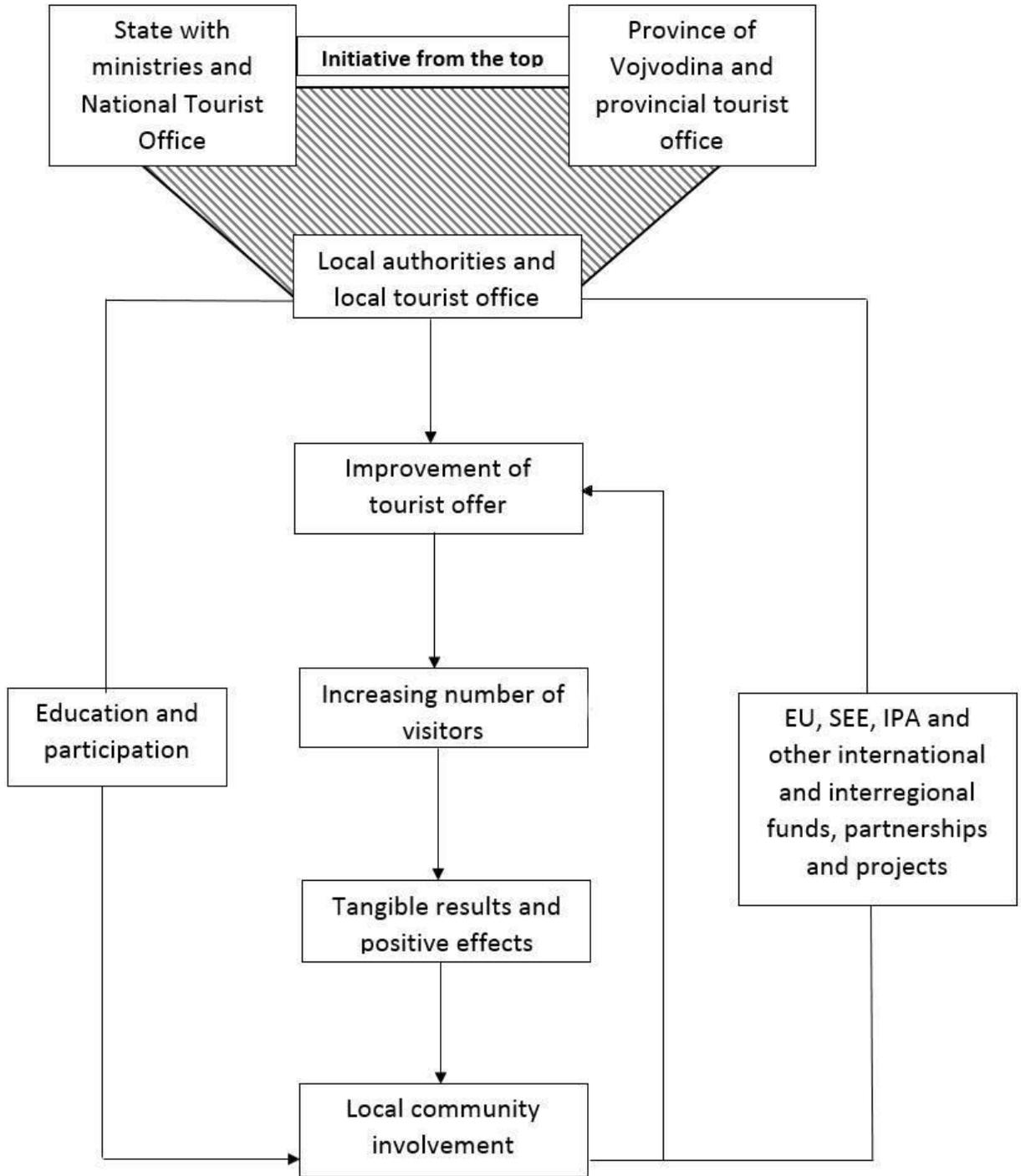


Fig. 13. Proposed steps for future action²⁵

²⁵ Schema developed by author

5.1. Improvement of the tourist offer

The tourist market demands that authentic tourist product and suppliers should provide a product based on experience of others. At destination, “providers of experiences” should balance that product in the long-term, which would be remembered and in that way create visitors' loyalty (Tomka, 2012). Tourism in Bač, in its inchoate phase, is characterized by the seasonal offer, low number of tourists, one-day programs, majority based around sightseeing, and without significant involvement of the local community. In accordance to the fact that before tourism can be used as a developmental tool in a community, it has to be developed (Aref, Aref, & Gill, 2010), some major changes have to be done, at first on the side of the tourist offer. There is no doubt that there are valuable resources which can be used for the purposes of tourism. Besides present natural and anthropogenic values, other important resources are several citizens' organizations involved in the preservation of their traditions. Their knowledge, skills, and products can be used in tourist presentation and generate economic revenues. For instance, the presentation of traditionally combing of Croatian women can be included in the tourist offer, and existing ethno exhibition in Women's organization “Kolevka” should be brought back to the product offer. Different workshops of old arts and crafts can be organized and local people can be the ones running them. Considering that additional investments are not needed, with facilities for weaving and farriering already existing within the Ethno house, the workshops should be inexpensive to organize. Likewise, the Educational center, or the fifth floor of the Dungeon Tower are ideal for accommodating different workshops, events and exhibitions. It is important to identify the local labor force and the local community knowledge as a unique human resource. In that way, such tourist products would be developed in addition to the usual visits of cultural monuments, and would provide a real gain to the locals through more employment opportunities and promotion of local products and services. Moreover, that would increase the length of visitors' average stay, allowing for more free time to get to know the place, not just the two or three monuments. In that way, locals would become aware of the benefits they could gain from the direct contact with visitors. Therefore, improvement of offer should consist of including representatives of the local community. In addition, some call for souvenir competition can be organized in order to enlarge souvenir offer and get handicraftsman and artists involved. Likewise, it could be interesting to organize an exhibition of minorities' national costumes, followed by the presentation of

traditional customs, taking into account that many households still keep them. This approach should be a good opportunity to revive the traditions and promote multiculturalism of the area.

The improvement of tourist content and offer should be followed by better promotional activities in order to enhance the visibility of the place. This is also necessary when it comes to the promotion of undergoing projects and activities in regard to cultural monuments, the establishment of Educational Center, etc. People need to familiarize themselves with positive results and the fact that something is going on, especially the locals who need to be more aware of the improvements, which can positively influence their motivation.

A significant issue with regard to offer enhancement is interpretation of cultural heritage that should provide a positive and educational visitor experience, which is in this case rather questionable due to the lack of guide services. There are several pupils from Bač attending secondary school in Bačka Palanka, to be educated as a tourism technicians. This should be seen as a potential human resource, and efforts should be made towards their education ensuring that some of them later become tourist guides. Perhaps the good idea is that Municipality offers to pay the license exam for the interested pupils and also to people who already finished some tourism studies (there some locals previously educated on the faculties in Novi Sad or Belgrade). Later, the role of Municipality would also be to organize the exam at the local level. This would be an opportunity to involve young people, who are one of the most vulnerable groups in regard to available job opportunities. In addition, those pupils have could be offered internships in the Tourist Office, which can be used to compensate for the lack of staff in the Fortress Tower. They should be engaged in tourist receptions, promotion and following the visitors' statistics.

If organized groups are the most common target group of visitors at the moment, more attention should be devoted to their demand, offering them richer content, besides sightseeing. Taking into consideration that most of them are school trips, workshops need to be included in the program. Beside proposed old crafts, various workshops and lectures related to cultural heritage, history or related to a school subject can be created. Moreover, the initiative should be made by Tourist Office which would send the program to numerous schools. In the future, this offer could be extended to off-season, during autumn and later, having in mind future equipment of the Educational center. Thus, the collaboration between locals, NGOs, Tourist Office, schools and tourist agencies is recommended so as to increase the number of tour visits.

5.2. Collaboration

Building partnerships is essential for successful tourism development which depends on the active participation of political leaders, business leaders, operators of tourist sites, artists, craftspeople, and many other interest groups. Tomka indicates that there is no cooperation among the destinations with the same character, or among those destinations and other developed tourist destinations in Serbia. She also points out the evident lack of cooperation among cultural institutions as well as among organizations in tourism industry, local authorities, among private and state organizations, and she highlights as well as an almost total lack of care by the state at all levels, with respect to the presentation, of the destinations, both cultural and tourist ones. (Tomka, 2004). Accordingly, this also applied to the case of Bač. For an adequate tourist presentation, it is necessary to establish an agreement between decision-makers, principally between the Provincial Institute for Protection of Cultural Monuments and others stakeholders. Firstly, local authorities, as well as local people should be educated in terms of protection and conservation, because it seems that preservation is viewed as opposite and in conflict with tourism, rather than as one of the main principles for sustainable tourism, specifically when historic and cultural assets are the hub of plans to develop tourism, it's essential to protect them for the long term. Hence, further cooperation should be based on mutual understanding, and in that sense, it is necessary to establish the division of responsibility and the Institute should present and clarify the ways how heritage can be used, what is allowed and what is not, because this misunderstanding creates a discrepancy in the relation protection-tourism. On the other hand, in order for that progress to become visible and faster, it should not be waiting for the finalization of all the works on conservation which can last for years, but in parallel improve tourist offer and enrich the content, particularly in cooperation with Tourist Office.

Cooperation with others especially with the municipal and regional organizations and associations (in the field of rural development and tourism) as well as with other households is required for survival on the market. It is important to learn from positive examples, gather information and expand horizons (Tomka, 2003). Therefore, the collaboration with other stakeholders in municipality has to be realized too, especially with regard to the examples of some tourism practices such as Selenča village. Regional tourist identity should be created and promoted by joint forces. No matter how much innovation, originality and professionalism

tourism companies may have, a portfolio of their products makes the local/regional tourism identity – a projection that cannot be created and developed without partnership with other agents. Each of the local partners should share responsibility for the development of tourism and marketing promotion of the destination. In order for it to be efficient, partnership requires a clear vision and the recognition of a common interest at all management levels (Đurđević-Lukić, 2010).

5.3. Education

Lack of awareness and general knowledge about tourism is seen as the main factor that contributes to the failure of the community-based tourism development (Razzaq, et al., 2012). As the results showed, the locals are not motivated for inception, hence the support has to come from the top not only through provision and insurance of suitable conditions, but at the same time, it is very important to educate and inform locals about tourism, to involve them in the creation of tourist offer. Due to its stage of development, this is the right time to educate and prepare the community of Bač for tourism. Essentially, the local community should be well informed and educated about the many facets of tourism prior to the construction of any form of tourism physical development or activity. The education process should take a longer time for a relatively



remote society with low levels of education (Hamzal & Khalifah, 2009). For the local community to accept, understand and see the importance of tourism, various preliminary workshops on different topics should be organized (fig. 14). There are several examples, handbooks and guidelines on how to engage the community in order to develop sustainable community-based tourism. Those types of workshops can be introduced in the case of Bač, starting with the preliminary workshop on

Fig. 14. Examples of workshops use in community capacity building (Hamzal & Khalifah, 2009).

identifying potential tourism activities to be developed and promoted, which should bring together the entire community to discuss and identify the resources and activities within the village that would appeal to tourists. What is more, it would be desirable to organize village tours for locals in order to be familiar with all potentials, informed about projects, heritage rehabilitation and plans, as well as to be allowed to propose their ideas, suggestions and to receive feedback. Practice showed that in most instances, a particular village will not have the strength to stand on its own as a tourist destination. Therefore, a workshop on developing links with surrounding tourism attractions should be held to determine how the village can be positioned and packaged as part of an attractive tourism destination. This is very useful in an area such as Bač and its surrounding where heterogeneous tourism values are dispersed in municipality. This is related to the aforementioned necessity for the partnership and networking. Having identified the potential tourism resources/activities within the village and in the surrounding areas, another workshop should be conducted to determine the role of different sections of the community. For instance, the local youths could be trained to become guides and cultural performers while women could be hired as caterers and for housekeeping as well as producing handicrafts (Hamzal & Khalifah, 2009). It is also important to identify training needs to be fulfilled in the advanced workshops. In terms of Bač, some proposals for several topics to be introduced are: conservation, guiding, categorization, homestay and product development. The specific training should be a study trip “community to community”, as opposed to classroom learning and a more effective way of exposing the community to real life situations and examples of good practices. On the other side, that could create the opportunity for the community to experience the feeling of being served as well as the quality of the tourist experience being offered to them. Those motivational-educational trips should be applied to similar towns and surrounding areas in Vojvodina, which had already reached a certain organizational level of tourism and are in later phases of development. These trips can involve also the visits to other states, for instance, to Croatia and Hungary.

5.4. Accommodation

One of the critical issues which can seriously endanger and prevent tourism development in Bač is the lack of accommodation facilities. Even with the improvement of the tourism product, without accommodation tourists' stay would not be prolonged and effect will not be

satisfactory. In the future, this lack can be compensated for through networking with others stakeholders in municipality, as well as by encouragement and education of locals to categorize their rooms and space in order to provide complementary services. Moreover, the Bač area may be convenient for the model “albergo diffuso” (“enlarged hotel”), the Italian concept theoretically first developed by Giancarlo Dall’Ara, who introduced it as a new tourist offer in Italy. It is an organized system of rooms and apartments, situated in the old town using the existing houses and apartments. There are different structures of ownership: one owner – usually a family with special agreements for rent with the owners of apartments or rooms; the second form implies the commune as hotel owners, and the third possibility gives way to the foundation of a cooperative running of the common rooms fund. Such a hotel is typical because of its accommodation units, which are a part of different buildings and houses, dispersed in the whole area and they are different from the system of private renters (Krajnović, Dropulić, & Ružić, 2008). Due to the urban plan of Bač with its houses and streets, especially in the Lower Town, maybe future development should be regarded through such a model. There are numerous old, architectural valuables, abandoned buildings, and many locals live in too big houses for them, so there are extra rooms.

Table 3: Characteristics of diffused hotel “albergo diffuso”

Unlimited space
Accommodation units in different buildings and different streets
Different accommodation units
Ownership structure not limited to one owner
All-year business
Reception as the base for planning activities
Friendly relationship with the host and quality of services
Interest for guests’ free time
Accent on authenticity
Connection with the local community
Informal ambient
Stimulation of local communities to enter tourism sector
Influences on the growth of rural area
“Sells” the whole area

Source: (Krajnović, Dropulić, & Ružić, 2008)

The aim of *albergo diffuso* is to use potentials of an area, as well as to unite the respective local community in activities that tourists will find new and interesting, which will generate good long-term results, tourists' satisfaction and their return. The concept of *albergo diffuso* does not demand green field investments or any other type of construction. It is directed towards the use of what already exists, in the sense of increasing the value of a tradition and obtaining positive economic results within sustainable development (Krajnović, Dropulić, & Ružić, 2008).

5.5. Cultural heritage as a driving force for development

The facts that culture comes out of closed spaces (museums, theaters, galleries) and opens up new spaces, unexpected and challenging such as streets, squares, industrial zones, villages, parks, and that people want to feel a "sense of place" – the image of the city, not the information (Tomka, 2012) – are in accordance with the results of this research which have shown that representatives of local community together with local authorities see Bač not only as a place with significant cultural monuments, but as a wider image which includes both cultural and natural heritage. So, the culture is viewed in the wider sense, as a culture of living, a culture that authentically represents a particular place.

Taking everything into account, the main research question was explored both in theory and practice. Theoretical framework supports the fact that cultural heritage is often the agent and the driving force of cultural tourism development, which is proved on given examples in practice, where development strategy based on cultural heritage was a success. On the other side, exploratory research of given case study suggests that local community in Bač has started to be aware of significance of cultural heritage as cultural-historical resource, as well as its potential. Nevertheless, although they perceive it as attractive for tourists, it seems they are not yet in the stage of recognizing it as an economic resource. Thus, in order to develop cultural tourism, local community should perceive and recognize it from different aspects and see it from the point of view of opportunity and benefit. So far, there has been an absence of local initiative for the development of culture and tourism. According to the theory and example of good practice in the world, in areas like Bač, development strategy based on cultural heritage can be considered one of the possible solutions to the stagnation, as it provides new livelihood opportunities and enables economic progress. Within this framework, the protection and promotion of regional identity (traditional crafts, dances, songs, traditional food and food preparation), "exploitation" of cultural

heritage (e.g. through the renovation of the village - architectural rehabilitation, restoration of facades), the construction of permanent cultural infrastructure (centers for interpreting the heritage, cultural centers, eco-museums, etc.) and the organization of specific cultural activities (entertainment and festivals for example) should be considered as key components of a strategy aimed to improve the quality of life, stimulate local development and provide greater attractiveness of rural areas (Đurđević-Lukić, 2010). In addition, it is common for a place, which is significant both because of its history, culture and life of a nation, to establish itself in the field of culture, primarily through presentation of its basic values, but also through organizing various cultural events: exhibitions, meetings, poetry recitals, experts' meetings, entertainment events, etc (Tomka, 2004).

In her research, Tomka indicates that the road from cultural heritage to cultural tourism is very long. It is necessary to influence local authorities in terms of making them aware of the fact that culture is not only the concern of the institutions of culture but of the whole society. Moreover, people in tourism need to recognize cultural products at the local level as being worth investing into. For a cultural product to become a tourist product, it is necessary to build adequate infrastructure, equip a location in terms of giving information, marking places and providing areas for having a rest. However, the tourist offer should be created also out of a cultural product, the one that would result in tourists spending their money and receiving income. It is important to link programs of culture with natural attractions, in terms of prolonging visitors' stay and enriching the offer. For a promotion to be successful, well-conceived programs, finance, and above all, people and ideas are needed in order to turn potential cultural heritage locations into tourist products (Tomka, 2004).

We should consider that during the planning of tourism development, it is important to pay special attention to the tasks such as (Tomka, 2003): (1) To unambiguously determine objectives - the clear vision of what the goals are as well as the awareness of financial and economic importance of guests reception are needed for success. In these terms, local authorities should decide in what direction tourism should be developed, focusing on those forms and niches which can be in the fastest, the most realistic and easiest way exploited due to the available resources. This opinion that cultural heritage should be the development framework was stated by both the representative of Tourist Office of Bač municipality and the president of municipality.

This is in accordance with the second task (2) Firstly to take advantage of the opportunities that are at hand: If cultural heritage is so far the most used resource and considering all investments and plans for future achievements, it is the preferable resource to develop, in foreplan, cultural tourism, and in relation to the other connected forms. Nevertheless, having in mind that not all aspects and forms of cultural heritage are used and incorporated in tourist offer, a lot of work should be done to extend the cultural product offer (intangible heritage, ethno offer, local customs, traditions, arts, history...). However, in order to present the “sense of place”, some activities connected to the nature can be organized as complementary content, such as cycling and boating, which is possible to introduce in very short time, in contrast to the development of hunting tourism, for instance, which would demand more resources, time and resolving other property issues or nautical tourism which demands construction of the pier. Related to the aforementioned is the task (3) To provide quality – it cannot be everything to offer. Something which is offered must be planned to details and with dedication in order to emphasize and feel the quality. In Serbian tourism, the opposite is often true. Everything is seen as a potential, everything can and should be developed, often with non-realistic approach and without focusing on quality. Finally, (4) the identification of priority demand segments is needed both for offer creation and promotion.

We should not wait for the completion of conservation works and putting cultural heritage monuments into full operation in order to start with the tourism. It should make sites and programs come alive because in the eyes of tourists the past is viewed as the past of particular people or community in a living context, and cultural heritage represents more than “stone and bones”. Bač has many stories and these **stories should be narrated**. The cultural heritage is very rich, but the **interpretation** of that heritage **is missing**. Stories give continuity and reveal background and history of the place, while tourists communicate their travel memories of visiting different places and meeting different people through stories as representations of their lived experiences. Interpretation of heritage and tourist animation would be added value to tourism experience, and it would contribute to the revival and enrichment of tourist content and offer. Those are necessary steps in future tourism development that on the other side do not demand substantial investments. Likewise, the tourist products should be developed in terms of presentation of old crafts, traditional dances, songs, gastronomy. One possible way to do this is the establishment of different tourist tours such as **culinary tour** with the presentation of

specialties from Bačka region or **cycling tour** as a way to visit historical places, or **art and history tour** due to various architectural values and paintings of cultural monuments, or carnival of national costumes taking into account the multiculturalism of the place. Some **folkloric customs** can be **staged** for tourists too, for instance one product can be the **tour *The Traces of Šokci***, with the visit and stay in the Ethno house, the animation which would include diverse workshops (old crafts, souvenir making, preparation of homemade dishes) and participation in traditional combing and dressing. In addition, the program would involve traditional lunch (culinary specialties) of Šokci nation, for example. It should be taken into account that those products already exist, but separately, and all that is needed is to encompass them into one integral tourist offer. Additionally, many tourist attractions now use the site as a theatrical settings, and the Bač Fortress is very convenient for **staging dramas**. For instance, the fortress conquest can be staged where tourists (mostly children) can participate in the show. Moreover, ambience and the spirit of some epoque and place can be conjured up by different costumes of knights, Turkish and other conquerors, that would narrate the history in a more interesting way not only in the case of fortress, but for other attractions as well (Turkish hammam, Franciscan monastery).

Finally, in order to succeed in tourism development, significant time, patience and efforts are necessary, and although cultural heritage may have a role of an engine of cultural tourism development in Bač, in the future it will depend on the many factors aforementioned in the thesis. Moreover, the local authority's initiative, mutual collaboration and partnership, as well as education are key in terms of cultural heritage to become an agent for local community development. It is important to start with priorities (for example, setting the tourist signalization), with small, but decisive and focused steps, using what is already at disposal and does not demand enormous investments.

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About the author

Lana Gunjić was born on April 24th, 1991 in Belgrade, Serbia. She obtained her undergraduate degree at the University of Belgrade, Faculty of Geography, Department of Tourism in 2014. Her interests in cultural heritage, cultural tourism, project management and the desire to connect two domains – culture and tourism – lead her to pursue a master’s degree in interdisciplinary studies, UNESCO Chair: Cultural Policy and Management at the University of Arts in Belgrade, the partner study program with the Université Lyon 2.

Throughout her studies, she has been actively engaged in the non-governmental organization “Youth for Tourism”, organizing and participating in different workshops, projects, study tours, lectures, seminars and conferences. She also had the opportunity to be the workshop leader and conference lecturer.

Beside the engagement in extra-curricular activities, her professional experiences include being a journalist contributor for the tourist magazine Turistički putokaz and internships at the Tourist Organization of Belgrade and Cultural Center of Serbia in Paris.

Appendices

Semi-structured interview guide

Representatives of local community

Group A (people already involved in tourism)

I Cultural heritage

main question: What do you know about cultural heritage in Bač?

1. Do you think it is significant? Do you believe it is attractive for visitors, why?
2. Would you say that Bač is known for its cultural heritage?
3. Could you tell me something about the projects that have been done regarding the Bač fortress and the Franciscan monastery?
4. In your opinion, what is the image of Bač? (Is it connected with cultural heritage?)
5. Are you familiar with the Fund “Centuries of Bač” and Educational center in town?

II Tourism

main question: Tell me something about your experience in tourism

1. For how long have you been involved in the provision of complementary services? What led you to that? What was the sufficient motive for your involvement in the provision of complementary services? Did you have some kind of support?
2. Are you satisfied with your job and benefits you are gaining? Are there any problems?
3. Is there anything that would contribute to and improve your work?
4. Could you describe your cooperation with Tourism Office of Bač municipality and Fund “Centuries of Bač”?
5. Do you think there is a disagreement about conditions of protected cultural heritage’s use? In what way? How does that influence you?
6. What do you think is the reason why others are not interested in offering services to tourists?

Group B (people who do not have previous experience in tourism activity)

I Cultural heritage

main question: What do you know about cultural heritage in Bač?

1. Do you think it is significant? Do you believe it is attractive for visitors, why?
2. What would you say, is Bač known for its cultural heritage?
3. Could you tell me something about the projects that have been done regarding the Bač fortress and the Franciscan monastery?
4. In your opinion, what is the image of Bač? (Is it connected with cultural heritage?)
5. Are you familiar with the Fund “Centuries of Bač” and Educational center in town?

II Tourism

main question: What is your attitude towards tourism development?

1. Would you like to provide some complementary services to tourists? If yes, what type of service would that be? If not, why? What would be your motives for providing complementary services?
2. Do you think that you can have benefits from offering your services and through involvement in tourism activity? If yes, what benefits? If not, why?
3. Are there any problems which prevent your involvement and influence your motivation and interest? How can those problems be solved?
4. Are you keen to invest in order to be involved in tourism activity and to provide complementary services?
5. Do you need some stimuli or kind of support and what would that be?
6. Do you think there is a disagreement about conditions of protected cultural heritage's use? In what way? How does that influence you?

Local authorities, Group C

Questions for the director of municipality Bač

1. What would you say about cultural heritage of Bač?
2. What is your attitude towards tourism industry?
3. What has the municipality done so far in terms of tourism development?
4. Who manages cultural heritage and who is the decision-maker when it comes to the use of cultural heritage for tourism purposes?
5. Do you think there is a disagreement about conditions of protected cultural heritage's use? In what way?
6. Could you describe your cooperation with Tourism Office of Bač municipality, Fund „Centuries of Bač“, and Provincial Institute for Protection of Cultural Monuments?
7. What are the problems and barriers in tourism development?
8. Is there anything you would like to improve?
9. What do you think about the attitude of local community towards tourism?
10. How is local community involved in tourism development?
11. What types of tourism are priorities in tourism development?
12. In your opinion, what is the best niche of tourism development which would bring benefits for local community?
13. What is your attitude about the development of narrowly focused cultural tourism in Bač?
14. In your opinion, what image of Bač would best contribute to tourism development?

Questions for the representative of Tourist Office of Bač municipality

1. Could you tell me something about tourism offer in Bač?
2. Information about accommodation facilities, promotion, statistical data about tourists visits
3. Could you describe the role and assignments of Tourist Office of Bač municipality?
4. What would you say about the attitude of local community towards tourism?
5. How is local community involved in tourism development?
6. Who manages cultural heritage and who is the decision-maker when it comes to the use of cultural heritage for tourism purposes?

7. Do you think there is a disagreement about conditions of protected cultural heritage's use?
In what way?
8. What types of tourism are priorities in tourism development?
9. What image of Bač would best contribute to tourism development?
10. What do you think about the development of narrowly focused cultural tourism in Bač?
11. In your opinion, what is the best niche of tourism development which would bring benefits for local community?
12. What are the main problems in tourism development?
13. Could you describe your cooperation with Bač municipality and Provincial Institute for Protection of Cultural Monuments?

Questions for the representative of Provincial Institute for Protection of Cultural Monuments

I Cultural heritage

1. Could you tell me something more about the project „Centuries of Bač“?
2. What has been done so far regarding the protection of cultural heritage and its presentation?
3. Who manages cultural heritage and who is the decision-maker when it comes to the use of cultural heritage for tourism purposes?
4. Could you tell me something about the management model and Fund „Centuries of Bač“?
5. Could you describe your cooperation with Tourism Office of Bač municipality and local government?
6. Do you think there is a disagreement about conditions of protected cultural heritage's use? In what way?

II Tourism

7. What is the role of Provincial Institute for Protection of Cultural Monuments in tourism development?
8. What is allowed in protected area when it comes to tourism development?
9. What are the plans for the future in terms of cultural heritage protection and tourism development?

10. Could you explain the model of Diffuse museum?
11. How is local community involved in projects and tourism development?
12. What do you think about the attitude of local community towards tourism?
13. What image of Bač would best contribute to tourism development?
14. What is your attitude about the development of narrowly focused cultural tourism in Bač?
15. In your opinion, what is the best niche of tourism development which would bring benefits for local community in this area?
16. What are the main problems in tourism development?

Questions for the director of Fund "Centuries of Bač"

1. Could you tell me something more about the Fund?
2. Who manages cultural heritage and who is the decision-maker when it comes to the use of cultural heritage for tourism purposes?
3. What is the role of the Fund in terms of tourism development?
4. What is your connection with the local community?
5. What image of Bač would best contribute to tourism development?
6. Do you think there is a disagreement about conditions of protected cultural heritage's use?
In what way?
7. What are the main problems in tourism development?
8. How is local community involved in projects and tourism development?
9. What do you think about the attitude of local community towards tourism?
10. Could you tell me something about the cooperation with Institute, Tourist Office and Municipality?
11. What is your attitude about the development of narrowly focused cultural tourism in Bač?
12. In your opinion, what is the best niche of tourism development which would bring benefits for local community in this area?

Questions for the friar from Franciscan monastery

1. Do you believe that cultural heritage in Bač is attractive for visitors?
2. Would you say that Bač is known for its cultural heritage?
3. What image of Bač would best contribute to tourism development?

4. Who manages cultural heritage and who is the decision-maker when it comes to the use of cultural heritage for tourism purposes?
5. Do you think there is a disagreement about conditions of protected cultural heritage's use? In what way?
6. Could you tell me about cooperation with Institute, Tourist Office and Municipality?
7. What is your attitude towards tourism development?
8. Do you think you can have benefits from tourist visits?
9. Would you agree to open the doors of the monastery to tourists and to have a museum here?
10. In your opinion, what is the best niche of tourism development which would bring benefits for local community in this area?
11. What are the main problems for tourism development?