

THE INFLUENCE OF LOCAL GOVERNMENT UPON THE SUSTAINABLE TOURISM DEVELOPMENT OF A COASTAL DESTINATION

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Abstract

Purpose – The main purpose of this paper is to demonstrate the positive linkage of the integral model of planning and sustainable tourism development of the coastal tourism destination.

Design – Managing of tourism development should be based on the principles of sustainable development which should be implemented through the cooperation of all interest groups within the community. The special focus of this paper is given to the influence of the local government and the process of strategic planning.

Methodology/Approach – Data for this paper were collected through primary and secondary research. The primary research was conducted in nine coastal destinations of three different coastal counties and was based on the research of attitudes of tourism specialists dealing with destination management. The collected data were analyzed by appropriate statistical methods (descriptive statistics, correlation analysis, regression analysis).

Findings – According to the research results, it can be concluded that each coastal destination is specific in terms of its geographical, social and economic characteristics and it is necessary to recognize these specifics when designing the model of sustainable tourism development.

Originality of the research – The contribution of this paper is reflected in the development of an innovative approach of managing the coastal tourism destination according to the criteria of sustainable development, in order to increase the competitiveness of destination and increase the economic effects of tourism. By establishing the proposed model of coastal destination management, the activities of the public and private sector and the local population can be successfully coordinate.

Keywords Sustainable tourism development, interests groups, local government, cooperation, coastal destination, destination management organization

INTRODUCTION

The purpose of this paper is to explore issues of sustainable tourism development in coastal tourism destinations, the impact of local government in the establishment of the same, through the cooperation of local stakeholders and to demonstrate a positive correlation between the integrated model of planning and sustainable tourism development of coastal tourism destinations. The implementation of sustainable tourism development in coastal destinations is closely linked to the ability and the authority of local authorities responsible for a specific tourism destination (Midellton and Hawkins, 1998: 39). The need for determining the method for long-term sustainable use of available public goods most commonly occurs in complex and turbulent social, economic and political circumstances, burdened by various developmental constraints (Burns, 2008). Financial power, economic priorities, social needs and political impacts often

mark the interactions of particular developmental stakeholders both in the preparation phase of strategic development documents and in their implementation (Altinay and Bowen, 2006). Primary research for this paper is based on the research of attitudes of tourism specialists dealing with destination management who take part daily in decision-making relevant to the development of coastal tourism destinations, and representatives of local government. These are primarily specialists from the group consisting of mayors, city mayors, councilors in the city and district councils, directors of tourist boards and councilors in the tourist councils in the observed coastal destinations. For the purpose of this research, 9 coastal destinations were observed in three Adriatic coastal counties. The research was conducted through a survey questionnaire that was created to investigate the attitudes of experts. It has defined three key critical points for the establishment of sustainable coastal tourism management, where the influence of local government is irreplaceable. Three key points imply: 1. Establishing an integral planning process on the principles of sustainable tourism development; 2. Establishing a destination management organization for managing sustainable tourism development of the coastal destination and 3. Defining and monitoring the indicators of sustainable tourism development at the coastal destination level and reporting the public. The policy of sustainable tourism development of coastal tourism destinations should be integrated with the broader economic, social and ecological policies considered within the overall framework of sustainable development (Hall, 2008) bearing in mind that the conditions affecting sustainable tourism development are often in the domain of politics, and with negligible attention to the implications on tourism (Bramwell 2011: 461).

1. LITERATURE REVIEW

Local government includes the institutional framework which has political authority and power for effective systematic management of sustainable tourism development. The term management is related with two fundamental concepts: The concept of governance and the concept of government. The concept of government indicates the behavior of the authorities and political decision making process in the formal institutions and state structures. The term governance refers to the methods and procedures by which governmental and non-governmental organizations often together, work towards the realization of the planned objectives (Bramwell, 2011). In this context, the concept of governance can also be identified with the methods and ways in which political decisions are made by the local government with the influence on tourism and the development of the coastal tourism destination. Rhodes (1996) points out that the managing processes are the instruments for "authorized allocation of resources and the implementation of supervision and coordination" (Rhodes, 1996: 653). Numerous authors, such as Buhalis and Fletcher (1995: 4), Williams and Shaw (1998: 58), point out that the complexity of management is associated with the fragmented structure of tourist offer, the inconsistency between different strategies of local interest groups, lack of hierarchy of destination management organizations and the complexity of interests between local institutions and a lack of interest for joint participation. In the context of tourism destinations, Baggio, Scott and Cooper (2010: 52) indicate that in some circumstances "management system can be considered as a tool for adapting tourism destinations to change." The process of tourism management encompasses various mechanisms of

governance, regulation and encouragement of activities through institutions, decision-making rules and practice (Bramwell, 2011: 461).

Local government should be impartial in protecting public goods, but according to Harvey (2010), local government may benefit from the economy because it produces wealth that provides national and personal income and it also gives the political support. Due to that local government as well as national administration can often intervene in favor of the economy at the expense of ecological and socio-cultural priorities. Likewise, strong pressures can be made with the goal of gaining direct economic benefits when the tourism sector does not accept public sector interventions that want to protect the environment (Bramwell, 2004: 34). Local government ultimately makes decisions based on economic and structural necessities and in the specified and often unexpected circumstances. As a prerequisite for the implementation of sustainable tourism development, it is necessary to develop strategic plans and programs that incorporate the principles of sustainable tourism development. It is also necessary to adopt institutional organization so that they can implement these principles from the local to the national level (Birkić et al., 2014: 29).

World Tourism Organization (UNWTO) proposes a solution for developing sustainable tourism in the form of destination management organizations (DMO). UNWTO defines it as "... the organization responsible for the functioning of the" factory "called a tourism destination. Although not the owner of the factory, neither employs employees, nor has control of the processes "(UNWTO, 2007). It is about establishing a system for coordinating interest groups in the destination and for encouraging them to jointly participate in the governance process. According to Morrison (2013: 6) one of the key roles of the DMO is to build relationships in the community. Morrison (2013:6) emphasize that the DMO needs to be open to the community collaboration, to be in the interactive communication with key stakeholders on a daily basis, thus initiating actions in all areas of sustainable tourism development. The decisive role of the DMO should be to encourage and realize integral management of sustainable tourism development of the coastal destination, bearing in mind that it is a "continuous activity that simultaneously includes the action of coordinating short-term goals and management instruments coming from the local level, with long-term goals and development policy coming from national and international levels "(Šimunović, 2005: 180). When it comes to tourism research, within the framework of sustainability, it comes to the conclusion that one of the main constraints of achieving sustainable tourism development is a problem of data availability, is statistical monitoring of relevant phenomena and processes. There are numerous proofs about establishing and measuring sustainable tourism development of prominent representatives of the academic community (Choi and Sirakaya, 2006; Pulido Fernandez and Sanches Rivero, 2009; Blancas et al.2011; Cernat and Gourdon, 2012, Tanguay et al, 2013; Blažević et al, 2013; Vojnović 2014, Budimski 2014), which reflects on the process of gathering significant amounts of information needed, as well as on the process of measuring the level of sustainability achieved by a certain tourism destination. Likewise, there is still no agreement on a universal list of indicators that would enable comparison of the level of sustainability of different tourism destinations due to the multivariate character of sustainability. With the selection of suitable indicators to measure the sustainability of tourism at the destination level, it would be argued that sustainable tourism could be measured taking into account the specific

characteristics of each destination, respecting local resources and balancing economic, sociocultural and ecological sustainability (Budimski, 2014).

2. METHODOLOGY AND DEFINITION OF SAMPLE SURVEY

In the first stage of the research, the preliminary research was conducted in selected tourism destinations in the three regions of Istria (Poreč, Umag, Rovinj) Kvarner (Opatija, Krk, Rab) and Central Dalmatia (Zadar, Sv. Filip i Jakov and Biograd). Those selected coastal destinations have an average of 16% overnight stays of the total number of realized tourist nights on the Croatian Adriatic coast. They have a total of 13% of registered tourist beds in relation to the total accommodation capacity of the Croatian Adriatic coastal destinations. On average, 79 overnight stays per bed are available while the average of Croatian coastal destinations is 67.4 overnight stays (DZS, 2017). Primary research is based on a survey of the opinions of experts in the field of tourism, involved in planning and managing the destination and participating continuously and daily in making important decisions for tourist growth and development of coastal destinations. Data were gathered using paper format of questionnaire. The research was conducted from the May to June of the year 2015. A total of 43 examinee answered the questionnaire, that is an average of 4.7 examinee per destination, which is considered acceptable given the fact that the representatives from the most important and most influential institutions in the implementation of planning and managing the tourism development are presented in each of the observed destination, and that their attitudes and decisions have a significant affect on sustainable tourism development regarding the observed coastal destinations. The overall analysis of the data is based on correlation and intercorrelational connection of variables, therefore a multivariate analysis was performed. Based on such collected and processed data, the results of the research are grouped in tables and illustrations and are presented in this work.

3. RESULTS AND DISCUSSION

3.1. Analysis of the application of the principles and criteria for sustainable tourism development in coastal destinations by local government

To evaluate the level of sustainable tourism development in coastal destinations, the examinees and experts in tourism were asked to present their own assessment of the established sustainable tourism development in the selected destinations ranging from 1 to 5 (1-very low level to 5 very high level). The results are shown below in Table 1.

Table 1: Descriptive statistics estimate of the level of sustainable tourism development in the local community

Code	B2_A. Element of sustainable tourism development	N	Min	Max	Average	St.Dev.
B2_A_1.	Preservation of the natural destination environment	43	1	5	3,49	1,12
B2_A_2.	Planning and managing the destination space	43	1	5	3,16	0,90
B2_A_3.	Preservation of the natural attractiveness of the destination	43	1	5	3,63	1,00
B2_A_4.	Preservation of the cultural attractiveness of the destination	43	2	5	3,51	0,86
B2_A_5.	Increase in the number of tourist accommodation facilities in the destination	43	1	5	3,44	1,03
B2_A_6.	Improving the quality of existing accommodation tourist facilities in the destination	43	1	5	3,12	0,73
B2_A_7.	Number of beaches	43	1	5	3,12	1,00
B2_A_8	Number of parking lots / parking spaces	43	1	5	3,05	0,82
B2_A_9.	Development and improvement of transport infrastructure	43	2	5	3,28	0,63
B2_A_10.	Development and improvement of communal infrastructure	43	2	5	3,51	0,70
B2_A_11.	Selective collection of waste and recycling	43	1	5	3,05	1,17
B2_A_12.	Wastewater treatment	43	1	5	3,14	0,99
B2_A_13.	Valorization of the hinterland of the destination for tourist purposes	43	1	5	2,56	1,14

Source: Author's research

While analyzing the assigned rating, it is possible to observe how the examinees give a relatively low grade to a currently achieved level of sustainable tourist development in the coastal destination. The highest average ratings of sustainable tourist development are assigned to variables such as the Preservation of the natural attractiveness of destinations (3.63) and the variables of Preservation of cultural attractiveness of destinations (3.51). Extremely low ratings are assigned to the following variables - the Planning and management of space at the destination (3.16), the improvement of the quality of existing accommodation and tourist facilities at the destination (3.12), the Wastewater treatment (3.14), Number of parking spaces (3.05), Valorisation of the hinterland destinations for tourism purposes (2.56). According to the data, presented in Table 1, we can conclude that the estimated level of sustainability in the observed coastal destinations is at an extremely low level. In this study, the Strategic Tourism Plan Performance represents variables based on which the process of successful strategic tourism plan in the observed coastal destinations is measured. The assessment of the successful strategic planning is formulated in this way, although we are aware of the fact that all the observed coastal destinations have no strategic plans for tourism development

but still have a certain form of tourism planning within some other development plans and programs. Table 2 shows the examinees' assessment regarding the state of implementation of strategic planning. Examinees were asked to evaluate the extent to which they agree with statements that the strategic tourism planning in their destination apply the usual stages of strategic planning for tourism development on a scale from 1 to 5 (1 - not at all applicable, 5 - fully applicable).

Table 2: Descriptive statistics for assessing efficiency of the implementation of strategic planning

Code	B1_C. Strategic planning of tourism development in my place takes place through the next phase.	N	Min	Max	Average	St.Dev.
B1_C_1.	Identifying the problems that will be addressed by strategic planning of tourism development	43	1	5	3,84	0,92
B1_C_2.	Determining the goals of a strategic development plan for tourism	43	1	5	3,74	1,07
B1_C_3.	Accessing the data necessary for the development of a strategic tourism development plan	43	1	5	3,40	1,12
B1_C_4.	Analysis and interpretation of the data needed to establish a strategic plan for tourism development	43	1	5	3,16	1,00
B1_C_5.	Creating alternative solutions and scenarios through the process of strategic planning of tourism development	43	1	5	3,05	1,00
B1_C_6.	Selecting the appropriate alternative for compiling a strategic tourism development plan	43	1	5	3,30	0,86
B1_C_7.	Creation of the final strategic plan for tourism	43	1	5	3,56	1,08
B1_C_8.	Implementation of a strategic development plan for tourism	43	1	5	3,37	1,07
B1_C_9.	The assessment of the success of the implementation of the strategic plan is developing tourism	43	1	5	2,98	1,34
B1_C_10.	The planning of tourism development of this destination is in line with the demands and needs of the local community	43	1	5	3,02	1,18

Source: Author's research

Analyzing the data in the Table 2, it can be noticed that the application of almost all phases of the strategic tourism planning is evaluated by low average ratings which indicates the existence of a formal planning process but without consulting the local community. In order to be successful, the strategic planning requires an integral and

comprehensive approach that requires a new methods and processes for evaluating the spatial characteristics of the observed coastal destination. At the phase of strategic planning, the influence of local government is extremely important because it can successfully coordinate efforts in the area of sustainable tourism planning at the local level. The sustainable tourism development policy of coastal destinations should be integrated with broader economic, social and ecological policies considered within the overall framework of sustainable development with clear guidelines on breadth and depth of development, and planers need to ensure harmony with the local community on the principles of sustainability (Bramwell 2011:461). Table 3 shows the descriptive statistics of the aggregate variable B2_A Elements of sustainable tourism development, which shows an average value of 3,234, indicating that average ratings of the sustainable torism development is on the medium level. The lowest score was 2,077, which indicates that none of the respondents consider that a sustainable development is at very low level. At the same time, the highest grade was 4,308, which indicates that none of the respondents considered sustainable development to be at very high level. The standard deviation indicates an average deviation of 0.586, which confirms the representativeness of the average value of the B2_A variable. In order to determine whether the use of the B2_A variable as an aggregate indicator of sustainable development is justifiably, Cronbach's alpha indicator was calculated. This assumption is justified, which is confirmed by the value of the Cronbach's alpha indicator greater than 0.7.

Table 3: Descriptive statistics variables B2_A and Cronbach's alpha indicator

	N	Minimum	Maximum	Mean	Std. Deviation	Cronbach's alpha
B2_A	43	2,077	4,308	3,234	0,586	0,867

Source: Author's research

For demonstrating the positive correlation between the integral model of planning and sustainable tourism development of the coastal destination as independent variables were used B1_C_1 to B1_C_10 (Strategic planning of tourism). Those variables are indicators of an integral model of planning. The regression model shows the impact of the integrated planning model on sustainable tourism development of coastal destinations, with the dependent variable B2_A. It has been shown that more efficient determination of the objectives of the strategic plan for the tourism development (B1_C_2 variable) has a positive impact on the level of sustainable development (the B2_A variable), with a probability of 10% (p-value = i.d. 0.056). As well, compliance of tourism planning with the requirements and needs of the local community statistically has a positive effect on the level of sustainable development (the B2_A variable), with a probability of 1% (p-value = 0.001). VIF coefficients do not indicate the effects of multicollinearity, since they are all less than ten. Table 4 shows the evaluation of the representativeness of the regression model. Adjusted coefficient of determination shows how the regression model can explain 25.4% of the variance of the dependent variable.

Table 4: Regression analysis of the impact of integrated planning models on sustainable tourism development

Dependent variable	R	Determination coefficient	Adjusted coefficient of determination	Standard error estimation
B2_A	0,6541	0,4279	0,2491	0,5079

Source: Author's research

Since the regression model of the influence of the integral planning model on sustainable tourism development of coastal destinations; dependent variable B2_A – rating of representativeness of the regression model suggested that statistically more efficient determination of the objectives of the strategic tourism development plan and compatibility with the requirements of the destination and the needs of the local community have a positive impact on the level of sustainable development, therefore we can conclude that a connection between the integral planning model and sustainable tourism development of coastal destinations are proved being positive.

3.2. The impact of local governments on sustainable tourism development of coastal destinations

Local government is generally considered to be the most suitable for coordinating a sustainable tourism development at a local level and to encourage programs for sustainable tourism development (Hall, 2007). Thereby the willingness and openness of the local governments play a major role in such cooperation with interest groups within the coastal destinations. The local government should, for that purpose, develop appropriate management and communication processes with interest groups within the coastal tourism destinations. Table 5 gives an overview of the situation in the observed coastal destinations when it comes to assessing the cooperation of local government with interest groups. The examinees, experts in the field of tourism, were asked to grade from 1-5 (1-strongly disagree, 5 fully agree) the level of cooperation of local government with interest groups that operate within the observed coastal destinations.

Table 5: Descriptive statistics of the estimation of the cooperation between local government and interest groups

Cod	B4_A. Interest group	N	Min	Max	Average	St.Dev.
B4_A_1.	Local government (The Admin department of tourism)	43	1	5	3,51	1,24
B4_A_2.	Tour operators	43	1	5	2,86	1,08
B4_A_3.	Hotel companies	43	1	5	3,14	1,25
B4_A_4.	Tourist office	43	1	5	3,60	1,14
B4_A_5.	Travel / Tourist agencies	43	1	5	3,09	1,00
B4_A_6.	Cultural insitutions and organizations	43	1	5	3,56	0,98

Cod	B4_A. Interest group	N	Min	Max	Average	St.Dev.
B4_A_7.	Sports institutions and organizations	43	1	5	3,44	1,08
B4_A_8.	NGO's (civil associations)	43	1	5	3,19	1,33
B4_A_9.	Transport companies	43	1	5	3,09	1,06
B4_A_10.	Communal services	43	1	5	3,65	1,02
B4_A_11.	Services for the maintenance of public order and peace	43	2	5	3,51	0,98
B4_A_12.	Other services	43	1	5	3,14	1,01

Source: Author's research

Generally, examinees rated the condition of cooperation of local government bodies with interest groups with an average score of 3.32. The highest average ratings, when it comes to collaboration of local government with other interest groups in the community are assigned to communal services 3.65 and cultural institutions and organizations with a 3.56, and the lowest average ratings are assigned to the level of cooperation with tour operators 2.86 or travel/tourist agencies 3.09. Table 6 estimates the obstacles that affect the cooperation between local governments and interest groups in the destination (1 – not an obstacle at all, 5 – an extremely high obstacle).

Table 6: Descriptive statistics – estimation of the obstacles that affect the cooperation between stakeholders

Code	B4_B. The following barriers have affected the cooperation between local governments and interest groups in the area:	N	Min	Max	Average	St.Dev.
B4_B_1.	Differences in implementing the stakeholders' goals	43	1	5	3,53	,935
B4_B_2.	The absence of the leader / coordinator for the implementation of the strategic plan for tourism development	43	1	5	3,21	1,226
B4_B_3.	Lack of planning documents for sustainable tourism development	43	1	5	3,14	1,373
B4_B_4.	The lack of funds for implementation of the strategy plan for tourism development	43	1	5	3,00	1,195
B4_B_5.	The lack of qualified personnel to implement the strategy plan for tourism development	43	1	5	2,79	1,166
B4_B_6.	Lack of information about the local population needs and wishes	43	1	5	3,00	1,155
B4_B_7.	Lack of information about local entrepreneurship's needs and wishes	43	1	5	2,95	1,154

Code	B4_B. The following barriers have affected the cooperation between local governments and interest groups in the area:	N	Min	Max	Average	St.Dev.
B4_B_8.	Lack of interest of potential investors to invest	43	1	5	2,42	,957
B4_B_9.	Resistance to community change	43	1	5	3,33	,969
B4_B_10.	Subjection of general interest to the short-term economic gains - profits	43	1	5	3,53	1,120

Source: Author's research

Among the major obstacles that have affected the cooperation between local government and interest groups in the area, are the differences in implementing the objectives of interest groups (average grade 3.53) and Subordination of general interest to short-term economic gains - profits (average grade 3.53) and Resistance to community changes (average grade 3.33). The smallest obstacle would be a Lack of interest of potential investors to invest, with an average grade of 2.42. In order to prove the significant impact of local government on the establishment of sustainable tourism development through the established level of cooperation between interest group the correlation analysis has been applied between the group of variables B4_A Interest Group B2_A Elements of sustainable tourism development. The first step was Kolmogorov-Smirnov normality test for both groups of variables. It shows that none of the variables in the group B2_A *Element of Sustainable Tourism Development* has a normal distribution. Therefore, Spearman's correlation coefficient will be used instead of Pearson's correlation coefficient. In the same time t none of the variables in group B2_A- The element of sustainable tourism development has normal distribution. That indicates the same conclusion for variables from group B4_A. Interesting group. Therefore, instead of Pearson's correlation coefficient, Spearman's correlation coefficient will be used. The results of correlation analysis between indicators of development of cooperation within interest groups and coastal destination sustainability indicators, where Spearman correlation coefficients were used, due to the distribution patterns of the observed variables.

Spearman correlation coefficient in correlation analysis between indicators of development of cooperation of local government and interest groups and coastal destination sustainability indicators indicates a statistically significant correlation between elements of sustainable tourism development and the level of cooperation of local government and interest groups. In particular, it is necessary to emphasize the relevance of the level of cooperation with tour operators, hotel companies, non-governmental organizations (civil associations) and communal services.

The level of cooperation with tourist boards is explained by only 46.15% of variances, which may indicate the weak real impact that the tourist boards have in coastal destinations considering its structure and overall idea of existence. It is necessary to emphasize that for sustainable development of a destination a unified and coordinated process of planning and managing tourist and allied activities in all relevant areas within the destination (Bramwell, 2011) should be provided. That can be done primarily through

the full commitment of the local government. Although sometimes it is considered that sustainable development prevents growth, Pulido Fernández et al. (2015: 59-60) have demonstrated that applying the concept of sustainable tourism development does not affect the country's main economic indicators and does not impede profitability and competitiveness.

3.3. Defining the Indicators of Sustainable Tourism Development

Within the process of planning and management of a sustainable tourism development of a coastal destination, it is necessary to define sustainability indicators at the local level as a way of monitoring the achievement of the set of goals. In regard to this issue a certain problems may appear such are: the problem of data collection, the existence of different methods of data collection and processing, and the inability to compare the available data (Blažević et al., 2013, Vojnović, 2014).

There are two approaches for measuring sustainable tourism development. On the one hand, the scientific approach, which is based on collection of a large amount of information, and on the other hand is a political approach, which is often based on reduced data from primary available, and thus synthetic indicators are obtained. Those synthetic indicators are simplified to make it easier for the public to understand and they usually help to support political decisions and to speed up the decision-making process (Tanguay et al., 2013: 863). Indicators of sustainable tourism development obtained through scientific and political approaches usually collide. Accordingly, the content and priority of the various indicators will depend very often on the affinities of the people in charge for their development. The third approach should be based on the consensus of science and politics and support the participation of key stakeholders in developing common goals within the coastal destination. The defined sustainable tourism development criteria should be integrated into strategic plans for the development of coastal tourism destinations. The application of the criteria of a sustainable tourism development based on selected indicators assigned to each dimension (economic, ecological and socio-cultural) has a wider meaning and validity only if implemented in the spatial planning and development documents of local government units, ie municipalities and cities (Ruhanen, 2013, Simpson, 2001). The aims of their implementation are preventing further devastation of the environment and reducing ecological and socio-economic problems caused by tourism activities (Tanguay et al., 2013: 862). Although efforts of local government to integrate sustainable tourism development criteria into spatial plans and development strategies have been noted, it is evident that these requirements are still rarely implemented due to the fact that public sector adjusts to slowly to a dynamic tourist environment.

3.4. Conceptual model

Below is a scheme (Image 1) of the conceptual model for the sustainable management of a coastal destination, which should be based on:

1. Integral planning and management model
2. Active participation of all stakeholders in the governance process
3. Active communication and coordination between stakeholders

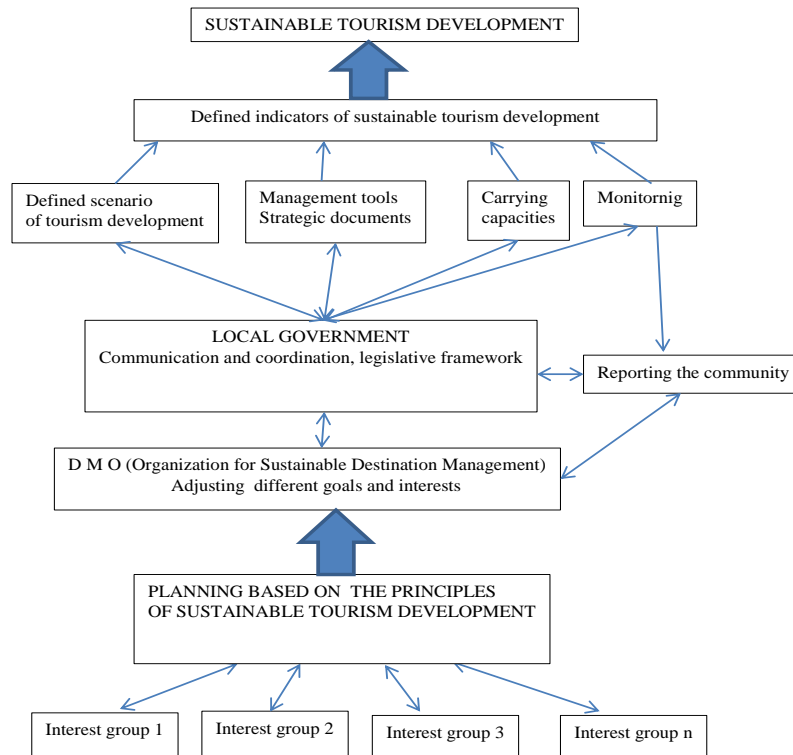
4. Application of instruments for management of a coastal destination based on principles for the sustainable tourism development
5. Defined and implemented indicators of sustainable tourism development according to the criteria of Global Sustainable Tourism Council (GSTC, 2018) adapted to the specific needs and requirements of the coastal tourism destination.

According to this model three critical points can be identified for the establishment of sustainable tourism management of a coastal destination:

1. Establishment of a planning process on the principles of sustainable tourism development.
2. Establishment of a Destination Management Organization (DMO) for the management of sustainable tourism development of coastal destinations.
3. Defining and monitoring the indicators of sustainable tourism development at the coastal destination.

The establishment of sustainable tourism development implies satisfying a broad range of opinions of all or almost all stakeholders such are tourists, the private sector, local government, certain public agencies dealing with tourism and local citizens. All these stakeholders share common interests that will not be a problem to harmonize during the planning process but the problem could appear with the harmonization of the special interests of each of the stakeholders in the planning process. Similarly, each of the above mentioned stakeholders has its own plans and development processes. The concept of sustainable tourism development is unthinkable without a wider base of planners who need to be a multidisciplinary team with an emphasis on the stakeholders that promote sustainable tourism development. At the planning stage, involvement and coordination of key stakeholders is crucial for planning and managing sustainable tourism development. Local government should take the active role as coordinator and initiator of planning activities and promotion of sustainable tourism development. This implies a strategic orientation towards sustainable tourism development and incorporation of a holistic approach to planning that will consolidate an economic approach that implies a positive focus on economic returns from tourism, physical / spatial approach by including professionals in planning and zoning the space and incorporating environmental issues and environmental protection.

Image 1: **Conceptual model for sustainable tourism development of coastal destinations**



Source: Authors

Due to the above mentoined obstacles, a need for the establishment of destination management organization (DMO) appeared. The purpose of the DMO should be to develop the techniques of coastal destination management and to coordinate different interest groups that have opposing goals. DMO should also improve the resource base for present and future generations, taking into account economic and ecological or socio-cultural aspects of tourism. The disadvantage of a destination management organization is that the stakeholders can enter and exit the Organization according to their own wishes without any responsibility.

CONCLUSION

Managing the sustainable development of tourism in the coastal tourism destination involves several coordinated actions such as long-term planning, co-operation of interest groups within the coastal tourism destination, developing dialogue between key interest groups and creating a common vision for the development of coastal tourism destination.. Local government is responsible for the coordination of a goals and attitudes of opposing interest groups at the level of the coastal destination. The co-operation of local government with interest groups within the community is considered as a fundamental precondition for sustainable tourism development. Local government, as the main initiator and coordinator of planning and promoting the sustainable development of a tourism destination, has the impact primarily through the adoption of strategic planning documents that include sustainability goals. It is very important when adopting these documents to actively involve representatives of all interest groups (the public sector, the private sector, the local population and tourists). These documents should be adopted on a participatory basis, with appreciation and understanding of the needs and priorities of all stakeholders. It is also important to understand and accept a common vision for sustainable development as well as stakeholders' responsibility for the implementation and realization of defined goals. Local government is responsible for precisely assessment of the damage and benefits arising from tourism development. It is also responsible for prediction of those damage and benefits and for the explanation of a need for viable development of tourism to the wider community. Considering previously mentioned, public local government is the key coordinator of all activities related to the sustainable tourism development, by using the services of the DMOs. Local government, jointly with the DMOs, by building quality communication channels should retain key stakeholders during the process of developing sustainable tourism. The implementation of the principles of sustainable tourism development in practice implies the incorporation of all those principles into strategic plans as well as the spatial plans for the development of the destination. The aim of each coastal tourism destination that strives for sustainable tourism development should be to measure the level of sustainability achieved in the area of tourism development. For that purpose, it is necessary to establish criteria for sustainable tourism development and to implement them into strategic documents. Sustainable tourism development indicators for the coastal destination must enable estimation of viability of the coastal destination from different points of view - economic, ecological, socio-cultural. The ultimate goal of such system should be improvement of decision-making process of all stakeholders while creating a quality and competitive tourist product, with the aim of economic development and preserving the natural and cultural heritage at the same time.

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