

# 1. GOVERNANCE, COMMUNICATION, AND PARTNERSHIP IN SUSTAINABLE TOURISM MONITORING - BOHEMIAN SILVER TOWN

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## INTRODUCTION

Tourism is a part of the economy that brings many positives to the national and local economy. In order to deliver desired results, it must be managed and developed. Tourism is mostly managed by the governments on different levels of the state and economy. For this management, the work governance is used. The governance as a concept is describe as a broader view on how the society manages, controls, and decides the actions, relations, social rules, and values (Bramwell et al., 2016). The quality of governance effects the created policies, the definition of the issues and their acceptable solutions. In the recent years, the role of governance in sustainable tourism is discussed (Keyim, 2017). Existence of good governance is a necessary prerequisite for sustainable tourism (Bramwell & Lane, 2011).

The communication between stakeholders is essential for the sustainability of the development, especially sustainability in the social area. Creation of open communication is necessary to develop common goals and share the ideas and values. However, the interests of different stakeholders and interests groups can distort the communication and collaboration. Feelings of competition, not equal distribution of benefits, or jealousy brings new issues into the communication and governance. To know the interests, motivations and weaknesses of the stakeholders can make the communication more effective.

Bohemian Silver Town is a small town listed on the UNESCO list of world cultural heritage, about 70 km east of Prague. It is the medieval town, which got the status of royal town, and it is known as the town, where silver coins were minted. In the Middle Ages., the wealth and power of Czech kingdom originated mainly from the Bohemian Silver Town. Since the year 1995 the historic centre of the town is inscribed on the UNESCO World Cultural Heritage List.

The area of the town is 33,07 square kilometres, the number of inhabitants (by 31.12.2021) is 20,828. There were 31,566 tourists in accommodation establishments in 2021. However, the town has not enough accommodation facilities, there are 3\* categories or lower standard. In general, not many of them have capacity for accommodation of tourist groups. One hotel has also the meeting/conference facilities. Due to closeness to Prague, there are plenty of one-day visitors coming as organized tours or individually. The tourists exceed the number of inhabitants and especially in the high season the inhabitants are frustrated and unsatisfied. They feel like the municipality cares for tourists only. On the other hand, the businesses feel that they are regulated to much by the rules and policies.

Tourism in the town is govern by two departments: department of tourism and external relations, who care about promotion, events and questionnaire distribution, and department of cultural heritage care, who care about the buildings, UNESCO standards and monitoring and preservation. The town is part of a larger destination with rather domestic importance.

The attraction listed on the UNESCO heritage list are indisputably the most important and significant ones in this region. The destination has its own Destination Management Organisation closely cooperating with the municipalities in the area. There is no local DMO in the Bohemian Silver Town. In the town there are 4 official tourist information centres managed by the municipality.

Picture 1: Kutná Hora



Source: <https://destinace.kutnahora.cz/>

In the historic centre there are 4 historic monuments and outside of the historic centre there are other 4 important historic objects and some smaller ones. The most important one is the Temple from 14<sup>th</sup> century devoted to the miner patron. It is own and run by Roman Catholic Parish – Archdeanery and there is an entrance fee for tourist. It is the dominant of the town, shown on the postcards, promotional pictures, and a symbol of the town. The number of visitors in 2021 was 124,600.

The next important attraction in the Bohemian Silver town is the College with Regional Arts Gallery. The building was built between 1667 and 1773, and, after the Jesuit order was banned, it served for almost 200 years as a training centre for army. Nowadays, after the reconstruction it presents modern and contemporary art. The building and gallery are financed by the regional government. The number of visitors in 2021 is 22,800.

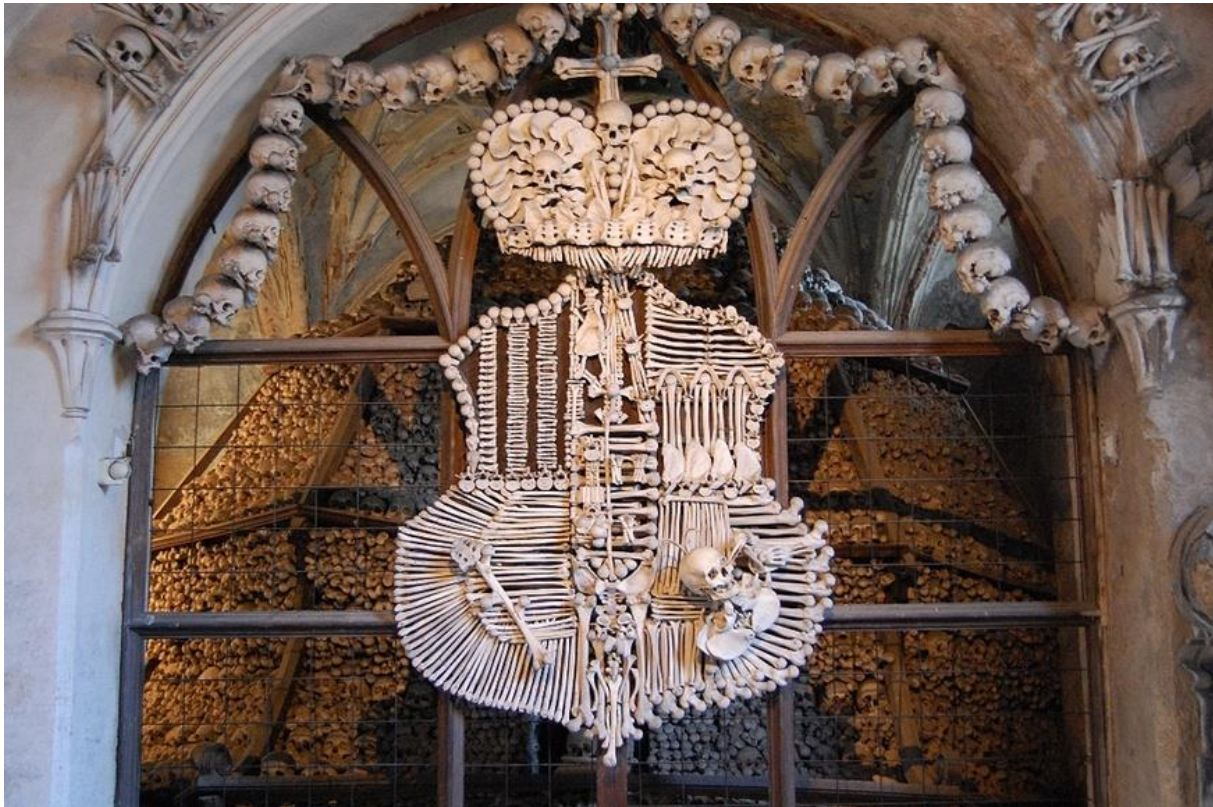
The Palace in the centre of the town served as a residence of Bohemian kings during their visits to the Bohemian Silver Town. Nowadays, it houses a museum of coin minting. It is owned and operated by the municipality, weddings took place there and part of the municipality's offices are located in the Palace. The Palace was visited in 2021 by 22,900 visitors.

Last but not least the tourists can visit the Chapel, which was established as a so-called charnel, a two-floor cemetery chapel with an ossuary. Also the Chapel was effected by the Jesuit Order abolition and served as storehouse for a local flour dealer etc. The Chapel is owned and managed by Roman Catholic Parish – Archdeanery. The reconstruction was

financed by Ministry of culture and was finished in 2000. 64,900 visitors saw the Chapel in 2021.

Close to the Bohemian Silver Town an Ossuary can be found. The Church of Bones is part of a cemetery and the decorations from bones are an unusual attraction, some consider it even inappropriate. Roman Catholic parish owns and run the Ossuary and the Church. The Ossuary had 122,500 visitors in 2021.

Picture 2: Ossuary in Sedlec



Source: <https://destinace.kutnahora.cz/>

There are also other museum and attractions in the town. The Stone House, Plague Column, Fountain, Medieval mine, several private galleries and museums of different times and topics.

The municipality, explicitly the department of tourism and external relations, developed a questionnaire that is distributed in the attractions, collected and the data are analysed and evaluated. The return rate of the questionnaires is very low. The entities managing the attractions are not motivated to collect more data and encourage the tourists to fill the questionnaire in. The monitoring of sustainable development will most likely exhibit the same difficulties and will restrain the relevance of the data. The municipality called a meeting few times, however, it was not very successful in creating and sharing the common goals and cooperation.

## OBJECTIVE OF THE CASE STUDY

The aim is to identify the managerial issues with tourism monitoring and management, discuss the causes and possible solutions.

## GUIDANCE QUESTIONS, TASKS

1. Summarize how the tourism of the site is managed. Identify the stakeholders and discuss their roles.
2. What types of information are crucial for the individual stakeholders to be able to make responsible managerial decisions in terms of sustainable development?
3. Suggest ways of collecting and gaining the information identified in the previous step.
4. What information can be presented to the residents to show they are also important, and they have benefits from being a tourism site?
5. Who are the owners of the attractions in the Silver town, what are their motivations to own and run the attractions?
6. Suggest how to explain them why it can be beneficial for them to collect the data, share them with the municipality and actively support the collaboration.

## TEACHERS NOTES

Issues on the level of governance: The UNESCO (protection and preservation) section and tourism section have different managers, goals, and approaches. Issue is the cooperation, coordination, and communication. Moreover, the site is part of an area promoted by a DMO on a regional level, where the UNESCO attractions are the highlights. So the site is effected by decision and policies of national and regional governments, sub-regional DMO, and local municipality. For each of them the fact that the Bohemian Silver Town is inscribed on UNESCO heritage list has a different value, usability and consequences.

Issues on the communication level: attractions are reporting the visitor's numbers, no motivation to collect the questionnaires from the tourists and get more detailed information, municipality – lack of arguments and communication towards residents.

Partnership (collaboration): different owners of the attractions resulting into different motivations, goals, community affiliation (church, historians, municipality, entrepreneurs...), feeling of competing, protecting know-how from the others, no will to share the information.

## REFERENCES AND RECOMMENDED READING

- Bramwell, B., Higham, J., Lane, B., & Miller, G. (2016). Twenty-five years of sustainable tourism and the Journal of Sustainable Tourism: Looking back and moving forward. *Journal of Sustainable Tourism*, 1–9. <https://doi.org/10.1080/09669582.2017.1251689>
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## NOTES