

## MIXED USE REZORTI U KONTEKSTU ODRŽIVOG RAZVOJA TURIZMA (PRIMJER: CRNA GORA)

## MIXED USE RESORTS IN THE CONTEXT OF SUSTAINABLE TOURISM DEVELOPMENT (CASE: MONTENEGRO)

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Stručni članak

DOI 1515/eoik-2015-0016, UDK 338.486.1.02(497.16)

Professional paper

### REZIME

*U radu se istražuje fenomen mixed use resorts kao savremeni oblik razvoja smještajne industrije. Cilj rada je da se ova vrsta resor-ta precizno definiše, predstave neki uspješni modelu u svijetu i sagledaju izazovi u pogle-du razvojne održivosti ove vrste smještajnih objekata. Posebno se analizira prvi interna-cionalni projekat mixed use resorts u Crnoj Gori, poznat pod imenom Lustica Bay. Odr-živost na konkretnom primjeru se analizira sa aspekta Strategije održivog razvoja turizma Crne Gore i teorijskih postulata o održivosti razvoja turizma.*

*Razvoj turizma je praćen problemom in-suficijencije finansijskih resursa za razvoj. Kreditno i kapitalno finansiranje ima svo-ja stanovita ograničenja u pogledu obima kapitala i obima i cijene kreditnih sredsta-va. Zbog toga se pribjegava kombinaciji sa modelom prodaje nekretnina, koje bi se, u dobrom dijelu, uključile u operativno po-slovanje mixed use resorts. Ta ograničenja su u Crnoj Gori, kao zemlji u tranziciji, još više izražena.*

*Kada se tome doda i nepostojanje potrebne infrastrukture za podršku inostranim investi-torima (sposobna i efikasna administracija, fleksibilni urbanistički planovi, dobro istraže-ne lokacije sa aspekta održivosti, kredibilne domaće razvojne kompanije-lokalni divelope-ri koji bi bili pouzdan partner ino investito-rima i sl), onda je jasno da se u posljednje 2-3 decenije neuporedivo brže grade vikend stanovi i kuće (second homes) nego hoteli, ri-*

### ABSTRACT

*This paper examines the phenomenom of mixed use resorts as a contemporary form of develop-ment of accommodation industry. The aim is to precisely define this type of resort, to represent some succesful models in the world and to consider the challenges of sustainable development of this type of accommodation facilities. In particular; we analyze the first international project of mixed use resorts in Montenegro, known as Lustica Bay. Sustainability of a concrete example is analyzed in terms of the Stategy of sustainable tourism devel-opment of Montenegro and theoretical aspects of the sustainability of tourism development.*

*Tourism development is accompanied by the problem of insufficiency of financial re-sources for development. Credit and equi-ty financing have their constant limitations regarding the extent of capital and cost of credit funds. Therefore, it is combined with a model of real estate sales, which, in good part, would be involved in the operational business of mixed use resorts. These restric-tions are even more emphasized in Montene-gro, as a country in transition.*

*When we add to that the lack of the neces-sary infrastructure to support foreign investors (capable and efficient administration, flexible urban plans, well-explored areas in terms of sustainability, credible domestic developed companies-local developers who could be re-liable partner for foreign investors and so on), then it is clear that in the last 2-3 decades, weekend flats and houses (second homes) are incomparably more rapidly built than the ho-*

*sorti i slični objekti koji imaju najveći uticaj na ekonomiju i društvo.*

*U radu su identifikovani glavni izazovi i prijetnje takvoga razvoja, gdje se često puta, mixed use resorts zloupotrebljavaju kao ulaznica za razvoj novih naselja za prodaju, a ne novih smještajnih objekata za turističko privređivanje. Izazovi koji prate izabrani slučaj za istraživanje, ukazuju na konkretno ispoljavanje generalno identifikovanih problema i razvojnih prijetnji.*

**Ključne riječi:** mixed use resorts, second homes, smještajna industrija, održivi turizam, ekologija, strateški pokazatelji

*tels, resorts and similar objects which have the greatest impact on the economy and society.*

*This paper identifies the main challenges and threats of such development, where mixed use resorts are often abused as an entry ticket for the development of new resorts for sale instead of new accommodation facilities for tourism economy. The challenges of a selected case for research suggest a concrete manifestation of generally identified problems and development threats.*

**Keywords:** mixed use resorts, second homes, accommodation industry, sustainable tourism, ecology, strategic indicators.

## UVOD

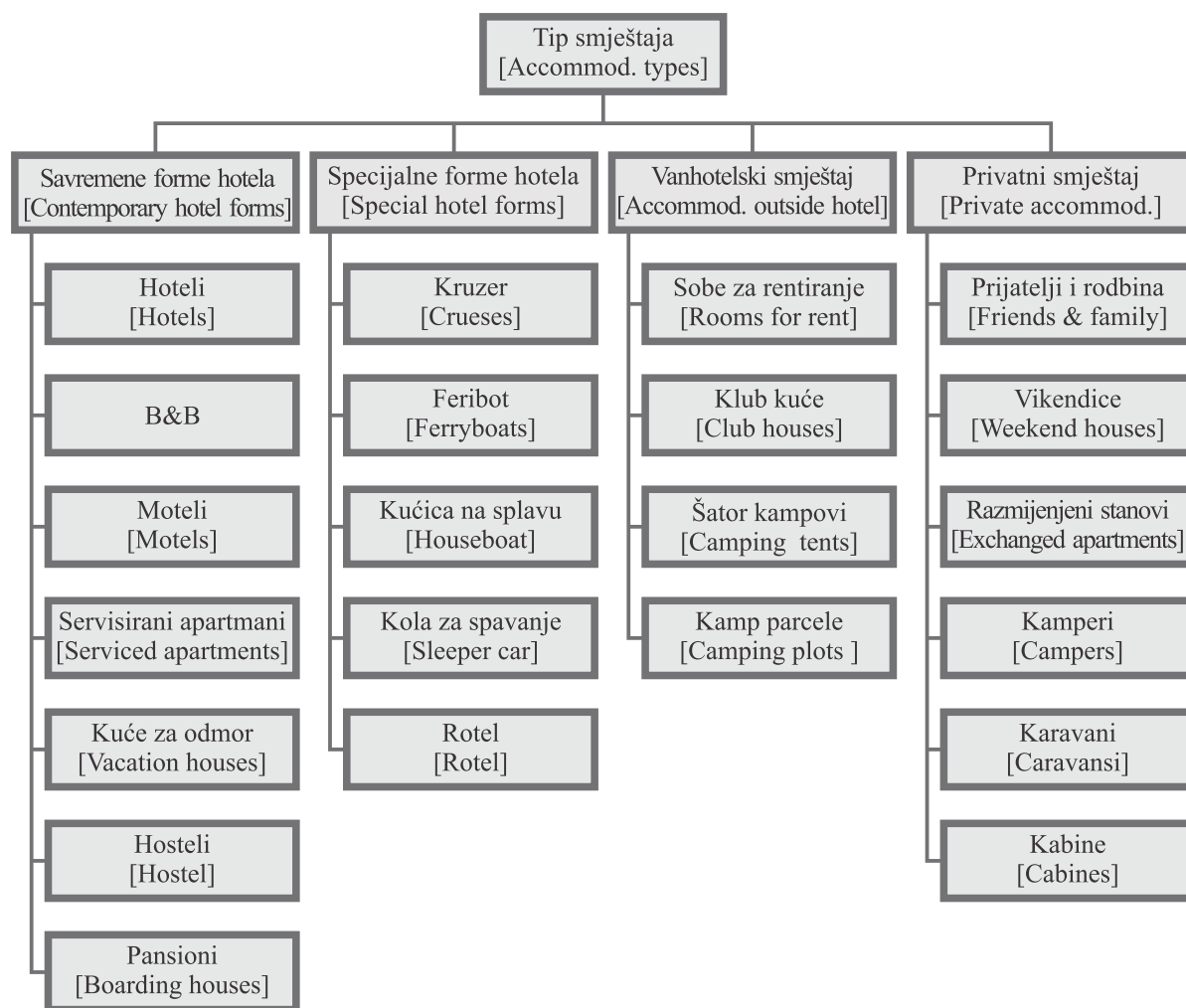
Turistički sistem u savremenom svijetu počiva na dva ključna podsistema: hospitality industrija i sektor turističkih putovanja. Prvi obuhvata veoma disperziranu industriju smještaja i F&B sektor, kao predominantne stubove hospitality industrije. Njima se dodaju segmenti za zabavu i rekreaciju i segment turističke trgovine, kao vezivno tkivo oba podsistema turizam. Sama putovanja i turizam objedinjavaju turistički transport raznih vrsta, turističke agencije, turoperatore, turističke vodiče i sl. (Walker, 2010).

Hospitality industrija u svom smještajnom dijelu doživljava snažnu disperziju i kreiranje novih savremenih oblika turističkog smještaja. Krajem 90-ih godina prošlog vijeka imali smo veoma razućenu strukturu smještajne industrije, što pokazuje shema 1:

## INTRODUCTION

Travel system in the modern world is based on two key subsystems: hospitality industry sector and tourist travel. The first involves much diversified accommodation industry and F & B sector, as the predominant columns of hospitality industry. They also include segments of entertainment and recreation and tourist trade segment, as the connective tissue of both tourism subsystems. The travel and tourism combine various types of tourist transport, tourist agencies, tour operators, tourist guides, etc. (Walker, 2010).

Hospitality industry in its accommodation part is experiencing strong diversification and creation of new contemporary forms of tourist accommodation. At the end of the 90s of last century, we had very diversified structure of the accommodation industry, which is shown in scheme 1:



Izvor: Projekcija autora prema Pompl, 1997, str. 144

Source: Autors projection following Pompl, 1997, p. 144

Shema 1. Tipovi smještaja u hospitality industriji

Scheme 1. accommodation types in hospitality industry

U novom milenijumu dolazi do dalje ekspanzije i disperzije sektora smještaja, a naročito hotela, što pokazuje i Tabela 1.

In new millennium it comes to the further expansion and dispersion of accommodation sector, especially the hotel, as shown in Table

Tabela 1  
Savremeni oblici hotela

Table 1  
Contemporary hotel types

Tipovi hotela [Hotel types]	Poslovni naglasak [Business focus]
Gradski hoteli (Gradski Centri) [City Hotels (City Centers)]	Javna i biznis putovanja [Public and business trips]
Resorti [Resorts]	Turisti, pretežno porodice, radi odmora i razbibrige [Tourists, mainly families, vacation and leisure]
Aerodromski hoteli [Airport Hotels]	Za poslovne ljude, putnike i ostale internacionalne putnike i putnike na veće udaljenosti [For business people, travelers and other international passengers and long distances travelers]

Napomena: Tabela 1 se nastavlja na sljedećoj strani

Note: Table 1 continues on the next page

Drumski hoteli i moteli [Hotels and motels on roads]	Za kraći smještaj mototurista i ostalih putnika, ograničen servis [For shorter period accommodation for bikers and other travelers, limited service]
Casino hoteli [Casino Hotels]	Radi zabave u igraonicama [Entertainment]
Hoteli-konvencije [Convention Hotels]	Za učesnike raznih konvencija [For people attending conventions]
Hoteli punog servisa [Full service Hotels]	Širok dijapazon usluga mahom poslovnim putnicima i drugim turistima raznih motiva [A wide range of services mainly business travelers and tourists, variety of other motives]
Ekonomski/Badžet hoteli [Economy/Budget Hotels]	Uži krug obaveznih usluga, skromnije enterijer, ali povoljne cijene [Shortlisted mandatory services, modest interior, but good prices]
Butique hotel [Boutique Hotels]	Jedinstvenog stila, arhitekture, dizajna i manje veličine [Unique style, architecture, design and smaller size]
Hoteli za produženi boravak [Extended stay Hotels]	Većina gostiju boravi duži period [Most of the guests staying for longer period]
Apartmani za duži boravak [Apartments for longer stay]	Opremljeni dodatnim sadržajuma (kuhinja, dnevni boravak, radni sto...) za duži boravak [Equipped with additional amenities (kitchen, living room, a desk...) for longer stays]
Kondo hoteli [Condo Hotels]	Kombinacija hotela i kondominijuma (stana) [Combination of hotels and condominiums (flats)]
Hotel mješovite namjene [Mixed use Hotels]	Hoteli koji mogu imati i rezidencije koje se ne rentiraju [Hotels which can have residences which are not for rent]
Pansioni [Bed & Breakfast]	Objekti u kojima živi i vlasnik, ili u blizini koji pričaju turistima smještaj i doručak [Buildings in which lives also owner, or close to that offering accommodation and breakfast for tourists]

Izvor: Walker, 2010, str. 100-109

Source: Walker, 2010, str. 100-109

U ovome radu je naglasak na hotele, odnosno resorte mješovite namjene, zbog čega će se njima posvetiti najveća pažnja.

U nastavku ćemo temu razraditi po sljedećim dijelovima: (1) održivo dizajniranje mjesta; (2) definisanje mixed use resorta; (3) primjer mixed use resorta u svijetu; (4) primjer mixed use resorta u Crnoj Gori i njegova održivost.

## ODRŽIVO DIZAJNIRANJE TURISTIČKOG MJESTA

Održivost turističkog razvoja, kao što je poznato, ima tri dimenzije: ekološku, socijalnu i ekonomsku, pri čemu je nužno naći balans između ove tri bitne dimenzije.

Pojedini autori (Hough, 1995) ističu tri principa u dobrom dizajniranju mjesta, i to:

In this paper, the emphasis is on hotels, mixed use resorts, and that is why they will be devoted the most attention.

Below we elaborate this topic by following parts: (1) Sustainable design of places; (2) Definition of mixed use resort; (3) An example of mixed use resorts in the world; (4) An example of mixed use resort in Montenegro and its sustainability.

## SUSTAINABLE DESIGN OF TOURIST SITES

The sustainability of tourism development, as it is known, has three dimensions: ecological, social and economic where it is necessary to find a balance between these three important dimensions.

Some authors (Hough, 1995) emphasize the three principles of good design, including:

1. *Proces* - Tendencija gledanja na fenomen kao statički događaj, kao zamrznutog u vremenu, je korjenit uzrok estetskih dilema sa kojima se suočavamo. Kad se priroda vidi kao kontinuum, argument što je lijepo ili šta je manje lijepo u pejzažu postaje, ako ne besmislen, onda veoma drugačijeg poredka i značenja .
2. *Raznovrsnost*- u ekološkom smislu raznolikosti podrazumijeva zdravlje. U urbanom okruženju, raznolikost čini, kako socijalni, tako i biološki smisao jer zahtjev beskrajno raznolikog urbanog društva podrazumijeva mogućnost izbora.
3. *Povezanost* - kao sistemski pristup, pokazuje ultimativnu povezanost svega sa svacim. Da biste razumjeli lokalnu sredinu, to zahtijeva razumijevanje šireg konteksta, uključujući ne samo ekonomski, socijalni i politički kontekst, već takođe i kontekst životne sredine kao što su “preokreti u bio-regiji u kojoj se nalazimo“ (Hall, 2008, str. 228).

Dakle, održivo dizajniranje je proces koji mjesta posmatra u kontinuumu, kao živu stvar, koja se vremenom mijenja, a samo mjesto čini jedinstvo različitosti, koje su dinamične i međusobno povezane, kako u socijalnom, tako i u bilološkom smislu.

Liderstvo u planiranju razvoja mjesta podrazumijeva sljedeće:

1. Liderski razvoj zahtijeva otvorene marketinške strategije.
2. Liderski razvoj zahtijeva upravljanje formulisanom politikom, sprovođenje i proces evaluacije.
3. Strategija i upravljanje može biti projekat, područje i / ili osnivanje grada.
4. Marketing se odnosi na stvaranje i dovođenja u sklad ponude i tražnje faktora u implicitnoj razmjeni u urbanom kontekstu.
5. Uspjeh ne zavisi od odnosa javnog prema privatom finansiranju ili inicijaciji.
6. Dizajn i planiranje treba da proizlaze iz socijalnog odnosa stanovnika, preduzeća

1. *Process* - The tendency of looking at the phenomenon as a static event, as frozen in time, is the radical cause of aesthetic dilemma we face. When nature is seen as a continuum, the argument of what is beautiful or what is less beautiful in landscape becomes, if not meaningless, then very different in standings and meanings.
2. *Diversity*- in ecological terms diversity implies health. In an urban environment, diversity stands for both, social and biological meaning . . . because demand of infinitely diverse urban society implies a choice.
3. *Connectivity* - as a systemic approach, shows the ultimate connectivity with all sorts of things. Understanding the local environment, that requires an understanding of the broader context, including not only the economic, social and political context, but also the context of the environment such as “ turning points in the bio-region in which we find ourselves“ (Hall, 2008, p. 228).

Therefore, sustainable design is a process of observing the site in the continuum, as a living thing that changes over time, where the place makes unity of diversity, which are dynamic and interconnected, both in social and in biological terms.

Leadership in development planning of the site implies following:

1. Leadership development requires open marketing strategies.
2. Leadership development requires the management of the formulated policy, implementation and evaluation process.
3. Strategy and management can be a project, area and/or the establishment of the city.
4. Marketing refers to the creation and managing supply and demand factors in the implicit exchange in an urban context.
5. Success does not depend on the attitude of the public towards the private financing or initiation.
6. Design and planning should result from the social residents' relations, business-

- i organizacija u određenim područjima i onima predviđenim za to područje.
7. Ekonomske prednosti se ne spuštaju na nepovoljni položaj.
  8. Sve organizacije moraju preuzeti odgovornost za uticaj njihovog razvoja na druge kako bi se održalo tržište rada, kako iz ekonomskih tako i iz moralnih razloga.
  9. Politički legitimitet i ekonomska nužnost će sve više zahtijevati učestvovanje lokalnog stanovništva i drugih interesa u politici i procesu razvoja, kako bi se pomoglo održavanje socijalne stabilnosti, stvaranje konkurentnog urbanog "proizvoda" i stvaranje novih tržišta za razvoj unutar urbane ekonomije.
  10. Saradnja se može proizvesti u korist svih strana, ali to će biti politizirani proces, ravnoteža prednosti biće predmet konfliktata ekonomije grada.
  11. Učestvovanje je bitno za transformaciju urbane privrede i odnosa unutar nje i ključno je pitanje za upravljanje.
  12. Uprava mora utvrditi tehnike i znati olakšati i ubrzati politiku i procese razvoja, a ne zatvaranje niza procesa. Pristup upravljanju mora biti jedan od servisa a ne kontrole (Ibidem, str. 238).
- es and organizations in certain areas and those planned for that area.
7. Economic benefits are not descending to the disadvantage.
  8. All organizations must take responsibility for the impact of its development on the others in order to maintain the labor market, because of both economic and moral reasons.
  9. Political legitimacy and economic necessity will increasingly require the participation of local people and other interests in politics and development process, in order to help maintain social stability, creating a competitive urban "product" and create new markets for development within the urban economy.
  10. Cooperation can be produced for the benefit of all parties, but it will be politicized process, the balance of benefits shall be subject of conflicts of the city economy.
  11. Participation is essential for the transformation of the urban economy and the relationships within it and it is a key issue for management.
  12. Administration may establish techniques and should know how to facilitate and accelerate the development of policies and processes, rather than closing a number of processes. Access control must be one of services rather than control (Ibidem, p. 238).

Analiza životnog ciklusa je istraživački alat koji se sve više koristi za procjenu uticaja na okolinu proizvoda i usluga preko sistema vijeka trajanja proizvoda, kako bi se podsticali oblici održivije proizvodnje i potrošnje. Analiza životnog ciklusa polazi od emisije vrijednosnih papira na tržištu kapitala i resursa koji se koriste tokom proizvodnje distribucije, upotrebe i skladištenja proizvoda u njegovom životnom vijeku (Dijagram 2). U čitavom procesu afirmiše se ekološki pristup, koji podrazumijeva energetska efikasnost, ekološku i ekonomsku održivost kao ključnih značajki. Rezultati Analize životnog ciklusa takođe se mogu koristiti za informisanje potrošača radi izbora po kriterijumu uticaja na okolinu različitih vrsta proizvoda, odnosno relativnih troškova i koristi od različitih vr-

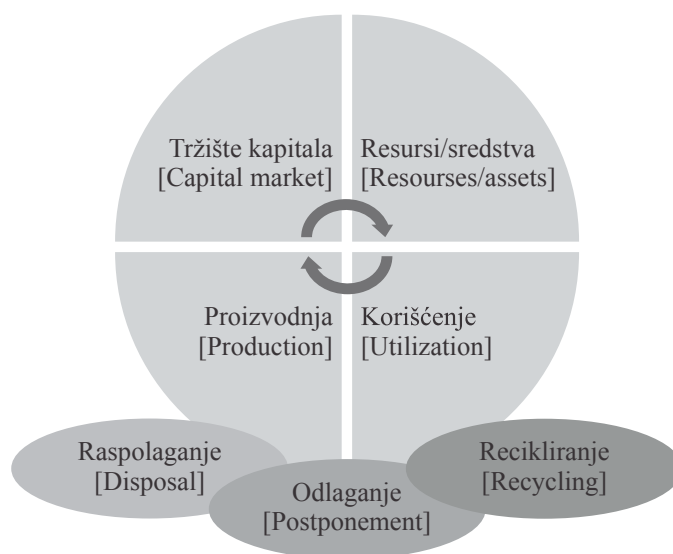
Life cycle analysis is a research tool that is increasingly used for the evaluation of the influence on environment of products and services through a system of product life, in order to encourage more sustainable forms of production and consumption. Life cycle analysis is based on the issuance of securities in the capital markets and resources used during the production, distribution, use and storage of the product in its life cycle (Diagram 2). The whole process promotes the ecological approach, which includes energy efficiency, environmental and economic sustainability as key features. Results of analysis of the life cycle can also be used to inform consumers about choice according to the criteria of environmental impact of different types of products, or the relative costs and benefits of

sta korištene energije radi podsticanja održive potrošnje (ecolabelling).

Analiza životnog ciklusa obuhvata sve vrijeme od uvođenja proizvoda ili usluge na tržište do njegovog povlačenja. Obično se sastoji od tri analitička koraka. Prvo, definisanje stvarnih procesa koji se odvijaju u životnom ciklusu proizvoda. Drugo, određivanje uticaja na okolinu (emisija, zagađenja, korištenje resursa) tokom životnog ciklusa. Treće, procjena uticaja na okolinu kako bi se utvrdili pokazatelje učicaja.

different types of energy used to encourage sustainable consumption (Eco labeling).

Life cycle analysis involves all the period from the introduction of products or services on the market until its withdrawal. It usually consists of three analytical steps. Firstly, it consists of the definition of the actual processes which are taking place in the life cycle of the product; second, determining the impact on the environment (emissions, pollution, resource use) throughout the life cycle; third, environmental impact assessment to determine the impact indicators.

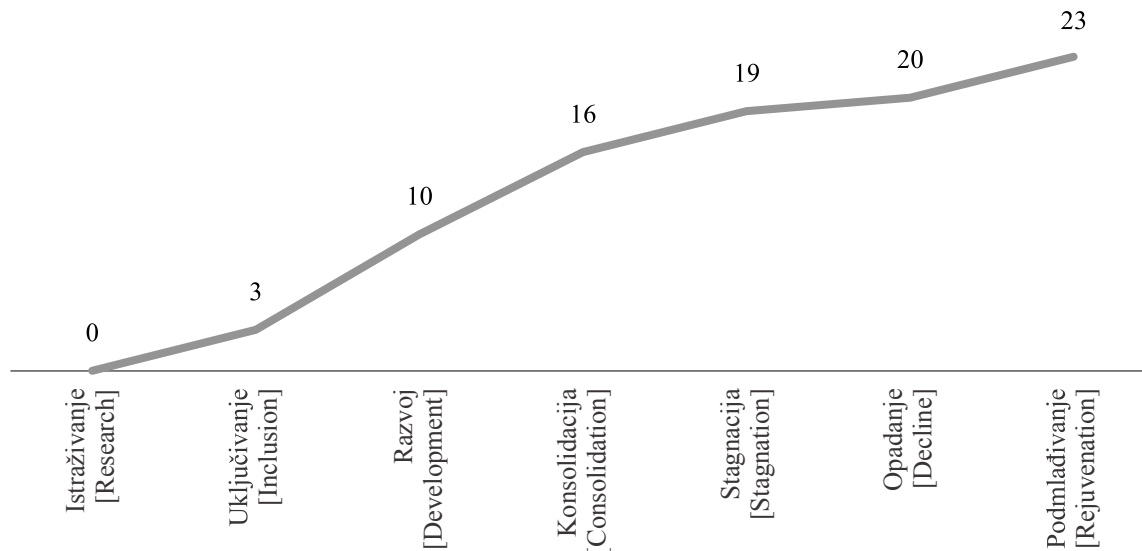


Shema 2. Procjena životnog ciklusa

U svim fazama životnog ciklusa turističke destinacije (Grafikon 1) potreban je stalni monitoring održivosti, kako u početnim fazama i fazama sazrijevanja, tako i u prelomnim fazama, kada se treba odlučiti između opcije podmlađivanja turističke destinacije i njenog zatvaranja.

Scheme 2. Life cycle assessment

At all stages of the life cycle of tourist destinations (Graph 1) it is required a constant monitoring of sustainability, both in the initial phases and stages of maturation, as well as in the crucial stages when you need to decide between rejuvenation of tourist destination and its closure as options.



*Grafikon 1.* Faze razvoja turističke destinacije

*Graph 1.* Stages of development of tourist destinations

U centru pažnje u svakoj fazi je održivost u sve tri njene dimenzije: ekološkoj, društvenoj i ekonomskoj. Dakle, održivost nije dovoljno programirati, već je potrebno stalno je održavati i dopunjavati shodno napredovanju tehnike i tehnologije i sistema menadžmenta.

In the center of attention at every stage is the sustainability in all its three dimensions: environmental, social and economic. Thus, sustainability is not enough to program, but it is necessary to constantly maintain and amend according to advancement of technology and management systems.

## DEFINISANJE MIXED USE RESORTA

Mješoviti resort ja nastao kao odgovor investitora na teškoće u finansiranju i poslovanju klasičnih hotela. Integracijom raznih formi objekata (hoteli, apartmani, vile, depadansi, stanovi ) i načina finansiranja (kapital investitora, krediti, apartmani i stanovi u individualnom vlasništvu ) u okviru istog resorta, stvaraju se uslovi za bolju ekonomsku održivost i efektuiranje investicija. Mixed use resort objedinjava hotel s condominium vilama, apartmanima, rezidencijama, djelimičnim/podijeljenim vlasničkim proizvodima (fractional), wellness centrima, golf igralištima, skijalištima i/ili drugim sadržajima ili komercijalnim ponudama. Zbog ove integrativne funkcije veoma često se mixed-use rezorti nazivaju i integrisani rezorti. Bitno je naglasiti da je osnovna karakteristika mixed-use resorta održavanje koncepta tzv. “toplog kreveta” to jest da individualna vlasništva soba, vila, apartmana (pojedinačnih vrsta smještaja unu-

## DEFINITION OF MIXED USE RESORTS

Mixed use resort was developed in response to investors' difficulties in the funding and operation of the classic hotel. By integrating various forms of facilities (hotels, apartments, villas, annex, apartment) and ways of financing (equity investors, lenders, apartments and flats in the private property) within the same resort, the conditions for greater economic sustainability and the realization of investments are created. Mixed use resort combines hotel with condominium villas, apartments, residences, partial / shared equity products (fractional), wellness centers, golf courses, ski resorts and/or other facilities or commercial interests. Because of this integrative function it is very often that mixed-use resorts are also called Integrated Resorts. It is important to emphasize that the basic characteristics of mixed-use resort is the maintenance of the so-called “Hot beds”, which means that individual ownership of rooms, villas and suites (individ-



tar rezorta) ne mijenjanju poslovnu namjenu rezorta ili bilo kojeg njegova dijela, to jest da taj projekt uvijek posluje kao integralni komercijalni turistički posao. Pojava hotela mješovite namjene je zabilježena i u savremenim univerzitetskim udžbenicima. Tako, na primjer, Walker deviniše. "Neki novi hoteli se razvijaju kao vlasništvo mješovite namjene, što znači da je hotel može imati "rezidencije"- stanove koje ljudi koriste, tako da oni nisu za iznajmljivanje kao kondohoteli, SPA, sportske objekte i sl. Hoteli mješovite namjene takođe mogu biti dio velikog urbanog ili resort razvoja, što može uključivati poslovne zgrade, kongresne centare, sportske objekte, ili šoping centre" (Walker, 2010, str. 109).

### PRIMJERI MIXED USE RESORTA U SVIJETU

Ovaj savremeni tip turističke aglomeracije zaživio je i u većini turističkih zemalja Mediterana. Ovdje ćemo ukratko prikazati tri mixed use rezorta iz tri zamlje: Grčka, Turska i Španija (HorwathHTL, 2013, str. 30-59).

#### Costa Navarino Rezort - Grčka

Rezort se nalazi u mjestu Messinia na ostrvu Peloponez prostirući se na četiri mikrolokacije. Obuhvata površinu od 1.000 ha, a kad se dovrši razvoj ovog rezorta, on će uključivati:

1. četiri luksuzna hotela s 5\*,
2. 3-4 golf terena,
3. kuće za odmor (second homes) ciljnog volumena oko 100.000 m<sup>2</sup> u svim oblicima turističkih nekretnina.

Trenutni sadržaji rezorta su: dva luksuzna hotela s 5\* koja su brendirana s globalnim hotelskim brendovima (Romanos Luxury Collection sa 445 soba, te Westin sa 335 soba), spa, konferencijski centar, trgovačko-servisne sadržaje, 2 golf terena.

Dalji planovi razvoja uključuju razvoj hotela zasnivaju se na privlačenu brendova (u planu su Banyuan Tree i Four Seasons).

ual types of accommodation inside of the resort) is not changing the business purpose of the resort or any part of it, that is to say that the project still operates as an integrated commercial tourist business. The appearance of the hotel mixed-use was observed in the modern university textbooks. Thus, for example, Walker defined "Some new hotels being developed as a mixed-use property, which means that the hotel may have a" residence "- homes that people use, so that they are not for rent as condo hotels, spa, sports facilities and the like. Hotels mixed use can also be part of a large urban or resort development, which may include office buildings, conference centers, sports facilities or shopping centers (Walker, 2010, p. 109).

### EXAMPLES OF MIXED USE RESORTS IN THE WORLD

This modern type of tourist agglomeration was initiated in most tourist countries of the Mediterranean. Here we will briefly present three mixed use resorts from three countries: Greece, Turkey and Spain (HorwathHTL, 2013, p. 30-59).

#### Costa Navarino Resort - Greece

Resort is located in Messinia Peloponnese on the island stretching into four micro-locations. It covers an area of 1,000 ha, and when it completes the development of resorts, it will include:

1. Four luxury 5\* hotel
2. 3-4 golf courses,
3. Houses (second homes) targeting volume of about 100,000 m<sup>2</sup> in all forms of tourism real estate.

The current content of the resort are: two luxuries 5\* hotels which are branded with the global hotel brands (Romanos Luxury Collection with 445 rooms and Westin with 335 rooms), spa, conference center, shopping and service facilities, two golf courses.

Further development plans include the development of the hotels and are based on attractive brands (plan is Banyan Tree and the Four Seasons).

## Kempinski Hotel & Residences Barbaros Bay, Bodrum - Turska

U Turskoj je aktuelno više projekata resorta mješovite namjere. Za jednog od njih dajemo osnovne podatke:

1. Investitor: Safir Group
2. Operator: Viceroy Hotel Group
3. Sadržaji:
  - Boutique hotel sa spa; vile, apartmani i stambene zgrade,
  - Hotel : 84 smještajne jedinice,
  - Nekretnine: 166 rezidencija,

Turska je danas jedna od vodećih turističkih zemalja svijeta i prestižna investiciona destinacija u hotelsku industriju. "Trenutno se u Turskoj gradi 58 hotela sa gotovo 10 hiljada hotelskih soba, od kojih polovina u gradu Istanbulu" (Ibidem, 2013, str. 40). U investicionoj politici se posebno podržava izgradnja hotela, čime se još više popravljaju, inače jako dobra globalna struktura smještajnih kapaciteta, gdje dominiraju primarni, odnosno osnovni smještajni kapaciteti, a među njima najviše hoteli.

## Sotogrande Marbella, Španija

Radi se o veoma uspješnom projektu koji je izraziti mega projekat na bazi mixed use resort koncepcije. Radi se o kompleksu smještaja, rezidencija, sportsko-rekreativnih sadržaja, koji sadrži sljedeća kvantitativna obilježja:

1. disperzirane rezidencijalnih jedinica u 5.500 na 2.000 hektara zemljišta (pretežno su "second home" visokog standarda).
2. 3 Hotela:
  - Almenara Hotel 4\* (NH) , 148 soba, 10 apartmana,
  - Hotel NH Sotogrande 4\*, 106 soba, 3 apartmana,
  - Club Marítimo Hotel 4\*, 31 soba, 10 apartmana.
3. Klubovi:
  - Beach Club-ovi (Beach Club El Cucurucho, Beach Club El Octógono, Santa María Polo Club), (11 polo igrališta),

## Kempinski Hotel & Residences Barbaros Bay Bodrum – Turkey

Currently, in Turkey there are few projects of mixed-use resort. We are mentioning the basic information about one of them:

1. Investor: Safir Group
2. Operator: Viceroy Hotel Group
3. Amenities:
  - Boutique hotel with spa; villas, apartments and residential buildings,
  - Hotel: 84 accommodation units,
  - Properties: 166 residences,

Turkey is one of the leading tourist countries of the world and prestigious investment destination in the hotel industry. "Currently Turkey is building 58 hotels with almost 10 thousand hotel rooms, of which half in Istanbul (Ibidem, 2013, p. 40). The investment policy specifically supports the construction of the hotels, which further improves, otherwise very good global accommodation structure, dominated by primary or basic accommodation, mostly hotels.

## Sotogrande Marbella, Spain

This is a very successful project which is expressed mega project based on the concept of mixed use resort. It is a complex of accommodations, residences, sports and recreation facilities, which contains the following quantitative characteristics:

1. dispersed residential units in 5500 to 2,000 hectares of land (mainly the "second home" high standard).
2. 3 Hotels:
  - Almenara Hotel 4 \* (NH), 148 rooms, 10 suites,
  - Hotel NH Sotogrande 4 \*, 106 rooms, 3 suites,
  - Club Marítimo Hotel 4 \*, 31 rooms, 10 suites.
3. Clubs:
  - Beach Clubs (Beach Club El Cucurucho, Beach Club El Magnolia, Santa María Polo Club (11 polo field),

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>- Sotogrande Konjički &amp; Polo Centar,</li> <li>- Sotogrande Raquet Centar,</li> <li>- Real Club Marítimo Sotogrande.</li> </ul> <p>4. Golf tereni Sotogrande:</p> <ul style="list-style-type: none"> <li>- 5 golf terena, golf škole,</li> <li>- La Almenara (27 rupa, dizajnirao Dave Thomas),</li> <li>- La Reserva (18 rupa, dizajnirao Cabell Robinson),</li> <li>- Valderrama (18 rupa, dizajnirao Robert Trent Jones),</li> <li>- Real Club de Golf de Sotogrande (18 rupa, dizajnirao Robert Trent Jones),</li> <li>- La Cañada (18 rupa, javni golf teren, dizajnirao Robert Trent Jones),</li> </ul> <p>5. Reziđencijalna područja (ukupno 5.500 reziđencijalnih jedinica).</p> <p>6. Prirodni rezervat.</p> <p>7. Restorani, barovi, kafei.</p> <p>8. Trgovački centar.</p> <p>9. Usluge.</p> <p>10. Putničke agencije, Medicinski i veterinarski centri, Internacionalne škole, Dječji park.</p> <p>11. Nautičke usluge.</p> <p>12. Royal Sailing Club, bazeni, Water ski, jedrenje, Jet-ski, kanui, Canoeing, Windsurf, Optimist, Hobbicat.</p> <p>13. Spa.</p> <p>14. Zdravstveni klub, Hidroterapija, Sauna, Gym, Solarium, Massages.</p> <p>15. Elyseum Centar (NH Hotels).</p> <p>16. Društvene aktivnosti.</p> <p>17. Golf championships (Ryder Cup '97, PGA European Tour Volvo Masters 8 uzastopnih godina), zabave, tenis championships, teatar, plažni i noćni klubovi.</p> <p>18. Internacionalna škola (za djecu 3-18 godina starosti).</p> | <ul style="list-style-type: none"> <li>- Sotogrande Equestrian &amp; Polo Centre,</li> <li>- Sotogrande Raquet Center,</li> <li>- Real Club Marítimo Sotogrande.</li> </ul> <p>4. Golf Courses Sotogrande:</p> <ul style="list-style-type: none"> <li>- 5 golf courses, golf schools,</li> <li>- La Almenara (27 holes, designed by Dave Thomas),</li> <li>- La Reserva (18 holes, designed by Cabell Robinson),</li> <li>- Valderrama (18 holes, designed by Robert Trent Jones),</li> <li>- Real Club de Golf de Sotogrande (18 holes, designed by Robert Trent Jones),</li> <li>- La Cañada (18 hole, public golf course, designed by Robert Trent Jones).</li> </ul> <p>5. Residential areas (a total of 5,500 residential units).</p> <p>6. Nature Reserve.</p> <p>7. Restaurants, bars, cafes.</p> <p>8. Shopping Center.</p> <p>9. Services.</p> <p>10. Travel agencies, medical and veterinary centers, international schools, Children's park.</p> <p>11. Nautical services.</p> <p>12. Royal Sailing Club, Swimming Pools, Water skiing, sailing, jet-ski, canoe, Canoeing, Windsurfing, Optimist, Hobbicat.</p> <p>13. Spa.</p> <p>14. Health club, Hydrotherapy, Sauna, Gym, Solarium, Massages.</p> <p>15. Elysium Center (NH Hotels).</p> <p>16. Social activities.</p> <p>17. Golf championships ('97 Ryder Cup, PGA European Tour Volvo Masters 8 consecutive years), entertainment, tennis championships, theater, beach and night clubs.</p> <p>18. International School (for children 3-18 years old).</p> |
|--|---|

Špansko zakonodavstvo ne definiše posebno mixed use resorte. U praksi su poznata reziđencijalna naselja ("master planirana naselja") koja, kao primarne objekte, imaju

Spanish legislation does not specifically define the mixed use resort. In practice are known residential settlements ("master planned settlements") which, as primary structures,

stambene jedinice, a turistički objekti i sportsko-rekreativni i zabavni sadržaji imaju karakter dodatnih elemenata. Nasuprot tome, turistički rezorti se karakterišu pretežnom turističkom namjenom, s manjim prisustvom nekretninske komponente (namijenjene za stambene/turističke svrhe), uz raznovrsne ponude trgovačkih, sportsko-rekreativnih i zabavnih sadržaja, marina, tematskih parkova i slično. Rezorti u Španiji podrazumijevaju više hotela koji integrišu zajedničke ostale sadržaje te tako konstruišu svojevrsne mixed-use rezorte.

U pogledu stimulisanja investicija, na nacionalnom nivou postoje opšte šeme stvaranja investicionog ambijenta (stimulativni porezi zbog zapošljavanja, finansijska podrška u sl), a na regionalnom nivou se uvode stimulativne mjere zavisno od razvojne politike regije. Turistički, odnosno hotelski biznis se u Španiji generalni podstiče mjerama fiskalne politike (stopa poreza na dodatu vrijednost za hotelske i restorantske usluge je 10%, a za hotele sa 5\* 21%).

### PRIMJER MIXED USE RESORTA U CRNOJ GORI I NJEGOVA ODRŽIVOST-LUSTICA DEVOPMENT

Poluostrvo Luštica, koje je sastavni dio jedinstvenog zaliva Boka Kotorska, ima površinu od oko 47 km<sup>2</sup>, dužinu oko 13 km, a obalom od oko 35 km. Najveći vrh je visok 586 m. Ima oko 400 stalnih stanovnika, raspoređenih u 13 ruralnih autohtonih sela. Prostire se na području dvije opština, Tivat i Herceg Novi. Planska zona pripada Mjesnoj zajednici Krtoli, a zauzima djelove katastarskih opština Radovići i Nikovići. Spomenička svjedočanstva pokazuju istorijski kontinuitet još od XIII vijeka, a flora i fauna preporučuju poluostrvo kao spomenik prirode.

Luštica ima veoma povoljan saobraćajni položaj, kako sa kopna (Jadranska magistrala i priključni putevi), tako i sa mora (postojeći plovni putevi) i iz vazduha (blizina Tivatskog aerodroma, relativna blizina aerodrome Čilipi

have residential units, while tourist facilities, sports- recreational and entertainment facilities have the character of additional elements. In contrast, tourism resorts are characterized predominantly by tourist purposes, with a smaller presence of real estate components (designed for residential/tourist purposes), with various offers for shopping, sports and recreation and entertainment comfort, marinas, theme parks and so on. Resorts in Spain include several hotels which integrate other common facilities and thus construct a kind of mixed-use resorts.

In terms of stimulating investment, at national level, there are general schemes of creating an investment environment (stimulating employment taxes, financial support etc.), and at the regional level incentives are introduced depending on development policy in the region. Tourist or hotel business in Spain generally encourages measures of fiscal policy (the rate of value added tax for hotel's and restaurant's services is 10%, while 21% for 5\* hotels).

### EXAMPLE OF MIXED USE RESORTS IN MONTENEGRO AND ITS SUSTAINABILITY-LUSTICA DEVELOPMENT

Peninsula Luštica is an integral part of Boka Kotorska Bay, covers an area of 47 km<sup>2</sup>, length is about 13 km and the coastline about 35km. The highest peak is 586 m high. Luštica has about 400 permanent residents, in 13 rural indigenous villages. It stretches over an area of two municipalities, Tivat and Herceg Novi. The planning area belongs to the local community Krtoli, occupying parts of cadastral municipalities Radovic and Nikovići. The monumental testimony shows historical continuity since the XIII century, flora and fauna recommend peninsula as a natural monument.

Luštica has a very favorable traffic position, from the mainland (the Adriatic highway and connecting roads), and from the sea (existing waterways) and from the air (close to Tivat airport, relatively close to the airports of Čilipi Dubrovnik

Dubrovnik i Podgorica), što omogućava veoma lak i brz pristup lokaciji. Ova prednost, uz činjenicu da su emisiona područja Opština Kotor i Herceg Novi veoma blizu i lako dostupna, su očiti dokaz veoma povoljnog položaja ovog razvojnog područja.



*Slika 1. Poluostrovo Luštica*

U planerskom smislu Luštica je, do sada, tretirana u tri razvojna plana: Master plan razvoja turizam CG do 2020 godine, ekspertiza prostornog planera Saše Cvetkovića i projekat Luštica Development investitora Orascom iz Švajcarske.

### Tretman Luštice u Master planu razvoja turizam Crne Gore

Luštica bi moglo da se osmisli kao dnevna tura iz Budve, Tivta i Herceg Novog. Za to su potrebni samo natpisi i regulisanje saobraćaja. To bi onda moglo dovesti do produženja sezone. Luštica ne treba da bude samo mjesto za odmor, sa predjelima za kupanje, koji su urađeni sa mnogo mašte, već bi predstavljali dodatno značajno kvalitativno obilježje šireg priobalnog područja. Slične ideje su uspješno implementirane i na drugim lokacijama (Kanarska ostrva, Karibi, Turska rivijera i Crveno more i sl.). Međutim, ponuda bi mogla da bude jedinstvena zahvaljujući ambijentalnoj unutrašnjoj i spoljašnjoj arhitekturi, kao i osmišljenoj kombinaciji opreme za unutrašnji i spoljašnji prostor, koji bi u potpunosti bili podešeni i za periode lošeg vremena. Maštovito dizajnirane vještačke plaže sa pripodnim materijalima proširili bi kapacitet lijepih mjesta za kupanje i razbibrigu. Plaže i njihova okolina treba da budu tako uređeni da gost može danima tu da boravi, da ima čime da se bavi i da se prijatno osjeća. – a

and Podgorica), which allows a very easy and fast access to the site. This advantage, together with the fact that the emission areas of the municipality of Kotor and Herceg Novi are very close and easily accessible, are obvious evidence of a very favorable position of this area of development.

*Picture 1. Peninsula Luštica*

In planning terms Luštica is treated in three development plans: Master Plan of Tourism of Montenegro until 2020, expertise of landscaper Saša Cvetković and project Luštica Orascom Development by investors from Switzerland.

### Luštica Treatment in Master Development Plan for tourism in Montenegro

Luštica could be designed as a day tour from Budva, Tivat and Herceg Novi. This requires only signs and traffic regulation. This product could extend the season. Luštica should not be just a place for a rest, with areas for swimming, which are made with a lot of imagination; it should represent a significant qualitative characteristic of a broader coastal area. Similar ideas have been successfully implemented in other locations (Canary Islands, Caribbean, Turkey and the Red Sea Riviera, etc). However, the offer could be more unique due to ambient internal and external architecture, as well thought combination of equipment for interior and exterior space, which could be fully prepared for the periods of bad weather. Imaginatively designed artificial beaches with natural materials could expand the capacity of nice places for swimming and pleasure. The beaches and their surroundings should be arranged so that the guest can spend

to bude nova ponuda tipa "eco greenfield-projekta". Za tu svrhu treba izabrati neka zemljišta. Njihovom korišćenju u svakom pojedinačnom slučaju trebalo bi da prethodi inovativna projekatska studija, koja je orijentisana na tržište kao i analiza o podnošljivosti po životnu sredinu. Realno je pretpostaviti da će dio zemljišnih površina od ukupno 3.644 ha bolje poslužiti kao ekološki biotop ili kao park sa ciljem cjelogodišnjeg kvalitativnog turizma, nego kao građevinsko zemljište za mega komplekse.

Ovakvo polazište predstavljalo bi novinu, odnosno inovativnu ponudu u Crnoj Gori. Njegova realizacija bi povećavla atraktivnost šireg područja Boke Kotorske i Budve. "Ako Crna Gora uspije da tako nešto ostvari kod svih "greenfield-projekata", a istovremeno poštujući standarde ISO-a 14001, onda za marketing može da upotrijebi trajnu oznaku „morski turizam”, koje ne šteti okolini (USP)." Za razvoj održivih "greenfield-projekata", na području Radovići-Luštica Master plan predviđa 130 h zemljišta. Autori Master plana posebnu šansu vide za one koji voze bicikla zbog odmora i oporavka, a preferiraju lagane šljunkovite staze ili staze presvučene katranom, što je bogom dana ponuda za Lušticu.

Regionalni Master plan za Boku Kotorsku sugerise da je za Herceg Novi preporučljiva kvalitativna rekonstrukcija postojećih objekata, a ne preporučuje se proširenje kapaciteta i izgradnja novih. Autori smatraju da njegova šansa leži u njegovom stilu života i njegovom šarmu, što podrazumijeva podizanje standarda i kvaliteta usluga postojećih objekata, modernizaciju i proširenja plaža, brižljivom njegovanju parkova, organizaciji sportskih, zabavnih i kulturnih programa, a naročito u zoni gradske promenade.

Razvojni potencijal se nalazi na rubovima i u okolini grada, gdje se navodi i poluostrvo Luštica. U Regionalnom konceptu Boke Kotorske se dodaje da se u Tivtu i na Lušticu može obezbijediti 10-15000 ili čak vise hotelskih kreveta, koncipiranih za dugu sezonu, te otvoriti isto toliki broj direktnih i indirektnih radnih mjesta i time dobiti odgovarajući ekonomski efekti.

few days there feeling comfortable. For this purpose it is necessary to find a location. An innovative project-study should be preceded before their usage in each individual case, which should be oriented to the market as well as the analysis of environmental tolerance. It is reasonable to assume that a part of the total land area of 3,644 ha will better serve as an ecological biotope or park with the aim of qualitative tourism throughout the year, instead of building land for mega complexes.

This starting point would be a novelty or innovative offer in Montenegro. Its realization would boost the attractiveness of the wider area of the Bay of Kotor and Budva. "If Montenegro manages to accomplish something like that" Greenfield projects " , while respecting the standards of ISO 14001, then marketing can use a permanent label" sea tourism " , which does not harm the environment (USP)." For sustainable development of "Greenfield projects" in the field Radović – Luštica, Master Plan provides 130 h of land. Authors of Master Plan see special opportunity for those who ride a bike for rest and recovery, and prefer light or gravel trails covered with tar, which is a very good at Luštica.

Regional Master Plan for the Bay of Kotor suggests that Herceg Novi should have qualitative reconstruction of existing facilities rather than capacity expansion and new construction. The authors consider that its chance lies in its lifestyle and charm, which involves raising the standards and quality of service of existing facilities, modernization and expansion of beaches, careful nurture of parks, organized sports, entertainment and cultural programs, especially in the area of urban promenade.

Potential for development is located on the edges of the city, stating the Peninsula Luštica. In the Regional concept of the Bay of Kotor it is stated that Tivat and Luštica can provide 10-15 000 or even more hotel beds, conceived for a long season, and open the same number of direct and indirect jobs and obtain the corresponding economic effects.

Autori dalje navode da se do sada Luštica, u dobroj mjeri, održala u svojoj prvobitnoj formi. To nedvosmisleno preporučuje i Prostorni plan, da Luštica i Tivat (Solila) budu uvršćeni u prirodne spomenike te da se nad njima sprovedu mjere zaštite.

Da bi se Luštica, u skladu sa svojim šarmom, razvila kao pejzažni park, potreban joj je u prvom redu poseban prostorni plan kojim će biti utvrđeno šta, gdje, kako smije da bude izgrađeno, i u kojem će njena funkcija, uz poljoprivredu, biti proširena i na turističku eksploataciju. Vrijedne su razmišljanja i plaže na liticama, lakše i srednje teške biciklističke i pješačke staze, manji pansioni i apartmani za odmor u seoskim domaćinstvima i kao magnet, etno-sela, poput Sirogojna kod Zlatibora, srpskog muzeja na otvorenom. "Onako kako turistička privreda Zlatibora u velikoj mjeri profitira od te atrakcije i mreže puteva koji do nje vode, Luštica bi mogla da značajno poveća predsezonsko i postsezonsko interesovanje za Budvu, Tivat i Herceg Novi, a da tako doprinese i rasterećenju svih tipova smještaja. I Majorka je nekada imala isti problem kratke letnje sezone. Uvrštavanjem zaleđa u spektar doživljaja i atrakcija za svoje goste, Balijsko ostrvo prevazišlo je problem."

Luštica, poluostrvo na suprotnoj strani, i Vrmac koji se uzdiže iznad Tivta nude idealne mogućnosti za pješačenje, vožnju bicikla i golf u lijepom predjelu. Luštica je označena kao spomenik prirode.

### Tretman Luštice u ekspertizi Saše Cvetkovića

Cvetković (2006) naglašava da je potrebno skoncentrisati se na sprečavanje trenutnog uništavanja životne sredine i ponovo procijeniti, preispitati i potencijalno preusmjeriti dalji razvoj ka principima integralna održivosti. Ističe da postoji potencijal za razvoj strateškog plana za održive zajednice i zdrav život u skladu sa prirodom. Potrebno je razvijati kreativna dizajnerska rješenja koja bi mogla istovremeno služiti našim kulturnim potrebama i izražavati poštovanje za prirodne puteve.

The authors note that Luštica, in good measure, is so far held in its original form. It is unequivocally recommended by spatial plan that Luštica and Tivat (Solila) should be admitted as natural monuments, and to implement protection measures for them.

In order for Luštica to develop, with its charm, as a landscaped park, it needs firstly spatial plan, which will determine what, where, how it should be built, and how its function, regarding agriculture, could be expanded on the tourist exploitation. We should also think about the beaches on the cliffs, easy and medium difficult bicycle and pedestrian paths, smaller guesthouses and apartments for rent in rural households, and like a magnet, ethno-village, such as Sirogojno near Zlatibor, Serbian open-air museum. "Just as the tourist industry of Zlatibor greatly profits from these attractions and from road network which lead to it, Luštica could significantly increase the pre-season and post-season interests for Budva, Tivat and Herceg Novi, and in that way to contribute and relieve all types of accommodation. Mallorca once had the same problem with a short summer season. Substituting the hinterland of the range of experiences and attractions to its visitors, Balinese island overcome the problem."

Luštica, peninsula on the opposite side and Vrmac hill, which rises over Tivat city, offers ideal opportunities for walking, biking and playing golf in beautiful area. Luštica is specified as natural monument.

### Treatment of Luštica in Sasa Cvetkovic's expertise

Cvetkovic (2006) emphasizes that it is important to focus on preventing the currently detriment of environment and reevaluate again, revise and potentially direct further development towards sustainable principles. He also noticed that there is a potential for development of strategic plan of sustainable communities and healthy life in accordance with nature. It is necessary to develop creative designer's solutions which could be utilized at the same time for our cultural needs and expresses our deepest respect for nature.

Luštica je jedan nerazdvojni i integralni dio Bokotorskog regiona, iako njegova geografska predispozicija kao izolovano poluostrvo govori suprotno.

Od primarnog je značaja, po Cvetkoviću, održavanje historijskog nasljeđa očuvanjem i podsticanjem potencijala i određivanjem i otklanjanjem problema koji ga ometaju i promovišu štetno okruženje. Poluostrvo Luštica će imati priliku da raste i razvija se u bezbjednom, proaktivnom i zdravom pravcu. Izgradnjom klimatski odgovarajućih objekata i njegovanjem starih tradicija stolarije, kamena, ribolova, jedrenja, vinarstva može se uspostaviti historijski balans sa prirodnim zakonima i principima dok treba da se njeguju i stare kulturne tradicije predaka. Takva dugoročna privlačnost je obično zastupljena u narodnim očuvanim praksama i ukorenjenim lokalnim običajima i tradicijama.

Poluostrvo Luštica i priobalni pojas Grbalj sve do zalivske plaže Jaz, brdovita je oblast, najvećim dijelom iskorištena u poljoprivredne svrhe. Do sada je, u turističkom smislu, ostajala po strani, izuzimajući hotelski kompleks „Plavi horizont” i tri-četiri male plaže u zalivima, sa atraktivno rustičnim plažnim restoranima. I dok pješčana plaza „Plavi horizonti” ispunjava najzahtjevniji san o odmoru u stilu južnog mora, ovaj priobalni pojas raspolaže uglavnom strmom stjenovitom obalom koja na prvi pogled izgleda slabo naseljena. Da i stjenovita obala može biti preuređena u plaže visokog kvaliteta, sredstvima moderne pejzažne arhitekture, a na bazi prirodnog kamenja i bilja, svjedoči prvi pokušaj te vrste u Pločama, gdje čak mogućnosti za to i nisu bile optimalne.

Ovdje bi, bez sumnje, atraktivne vještačke plaže mogle biti ugrađene u stijenu. Vrijedna je zatim i još jedna šansa koju, prije svega, nudi Luštica. Mala sela u tipično mediteranskom stilu, lijepe crkve, nekoliko sivih tvrđava iz vremena Habzburgovaca, ilirske grobnice, tradicionalne sušnice, te napuštene solane u blizini Tivta, koje su danas obilježene kao zaštićena zona ptica, nude bogate ciljeve za dnevne ture, što je do sada jedva razvijena ponuda za produžetak sezone.

Lustica is one integral and inherit part of Boka region, although its geographic predisposition like isolated peninsula indicates contrary.

The most significant, according to Cvetkovic, is the maintenance of historic heritage by conservation and encouraging potential and determining and eliminating the problems that hinder harm the environment. Lustica peninsula will have the opportunity to grow and develop in a safe, healthy and proactive way. Construction of a climate of appropriate facilities and cherishing the old tradition of carpentry, stone, fishing, sailing, wine making can establish a historical balance with natural laws and principles as the need to nurture traditions of the ancestors. Such long-term attractiveness is usually represented in preserved national practices and entrenched from local customs and traditions.

Lustica peninsula and riverside Zeta until the Gulf beach Jaz, is hilly area, mainly used for agricultural purposes. So far, in terms of tourism, has stayed on the sidelines, excluding hotel complex,, Plavi horizonti “and three or four small beaches in bays, with an attractive rustic beach restaurant. And while the sandy beach,, Plavi Horizonti “meets the most demanding dream for vacation in style at southern sea, this coastline has mostly steep rocky coastline which at first glance seems sparsely populated. The rocky coast can be converted into high quality beach, by modern means of landscape architecture, based on natural rocks and plants, and this can be testified by first attempt of its kind in Ploce, where the chances for doing this were not optimal.

Here, no doubt, attractive artificial beach could be built into the rock. Another chance which primarily offers peninsula is also worth. Small villages in typical Mediterranean style, beautiful churches, a few gray fortress from the time of the Habsburgs, Illyrian tombs, traditional ovens and abandoned salt pans near Tivat, which are now marked as protected zones birds, offer rich targets for daily tours, which has so far hardly developed to offer an extended season.



U čitavoj oblasti, dvije međusobno povezane vizije mogle bi biti razvijene: susjednim gradovima Herceg Novom, Tivtu i Budvi – glavnim centrima turističke privrede – hitno je potrebna ponuda širokog spektra za produženje ljetnje sezone. U prvom redu treba misliti na starije ljude koji putuju i nakon perioda školskih raspusta, i koji žele da izbjegnu ljetnje vrućine. Njih zanima priroda, kultura i ljepote predjela. Oni vode računa o svom zdravlju i na odmoru upražnjavaju lake aktivnosti kao što su šetnja, dan planinarenja ili vožnja bicikla. U ovoj oblasti to je moguće isvesti na izuzetan način. Luštica osobito posjeduje potencijal za pejzažni park – nešto što do sada još nije realizovano nigdje na Sredozemnom moru, kao što o tome u disertaciji ubjedljivo govori Saša Cvetković. Istina je da takva inicijativa zahtijeva investicije. Ali, to bi podržalo strategiju održivosti koju zahtijeva Master plan i zakoni, te donijelo značajne koristi turističkoj privredi, te otvorilo perspektive stanovništvu koje živi u toj oblasti.

Nažalost, danas nakon skoro dvije decenije modernizacije, samo neki fragmenti privlačnosti su ostali u zdravom i kulturnom duhu. Načini nekadašnje gradnje su potpuno zastavljeni. Takođe je zaboravljena izrada stolarije i izrada od kamena zbog postepeno uvedenih novih tehnologija. Ipak, stari temeljni uslovi su dovoljno jaki da održe ravnotežu između izgrađenih i prirodnih sredina. Ako bi se adekvatno zaštitili i njegovali, ovi željeni i pozitivni uslovi neugroženih ekosistema i njihovi preostali fragmenti predstavljaju neophodan potencijal za buduću zdravu evoluciju poluostrva, zaključuje Saša Cvetković.

### Tretman Luštice u Luštica Development (Luštica bay)

Turisticki kompleks Lustica Development predstavlja potpuno novo urbano područje uz zaliv Trašte (planirano ukupno 16.000 ležaja). Koncipirano je u više urbanistično-arhitekturnih cjelina turističnog programa (hoteli, vile, apartmanska naselja, sportsko-rekreacijski kompleksi) koje će se izgrađivati oko lokalnih cen-

Throughout the area, two interconnected visions could be developed: the neighboring towns of Herceg Novi, Tivat and Budva - the main centers of tourism industry - need urgently a wide offer for extension of the summer season. In the first place you should be thinking of older people who travel beyond the period of school holidays, and who want to escape the summer heat. They are interested in nature, culture and beauty of landscapes. They take care of their health, exercise easy activities on vacation such as walking, hiking or ride a bike. It is possible to perform this in an outstanding way. Luštica particularly has the potential for landscape park - something that has not yet been implemented anywhere in the Mediterranean, what is emphasized in Saša Cvetković's dissertation. It is true that such an initiative requires investment. But that would support sustainability strategy, which is required by Master Plan and laws, and bring substantial benefit the tourism industry, and would open perspectives for population living in this area.

Unfortunately, after almost two decades of modernization, only some fragments of attraction remained in healthy and cultural spirit. The former building architecture is completely neglected. Joinery manufacture and production of stone is also forgotten because of gradually introduced new technologies. However, the old basic conditions are strong enough to maintain the balance between the built and natural environment. If they would be adequately protected and nurtured, these desired and positive conditions from non-threatened ecosystems and their remaining fragments are necessary potential for future healthy evolution of the peninsula, concludes Sasa Cvetkovic.

### Treatment of Luštica in Luštica Development (Luštica Bay)

Tourist Complex Lustica Development represents a completely new urban area with Trašte (planned total of 16,000 beds). Constructed in more urban and architectural ensemble of tourist programs (hotels, villas, apartment resorts, recreational complexes) that will be built around local centers - central

tara - područja centralnih djelatnosti: novi tradicionalni mediteranski gradic (Donji Radovici), lokalni centar na Lustici i lokalni centar na Grabovac-Bigovu (II faza). Prva faza Lustica Development obuhvata 1610 hotelskih soba, 1.300 apartmana i 550 vila (ukupno 7.612 lezaja).

Na površini od oko sedam miliona kvadratnih metara, jedna veća površina će biti pretvorena u povrtnjake i njive na kojima bi lokalni farmeri uzgajali povrće i voće, a to bi kupovali upravo turisti i stalni stanovnici novog naselja koje je, u projektu, nazvano Luštica bay

areas of activity: a new traditional mediterranean town (Donji Radovici), a local center in Lustica and local center on Grabovac-Bigovo (phase II). The first phase of Lustica Development includes 1 610 hotel rooms, 1,300 apartments and 550 villas (a total of 7,612 beds).

In an area of about seven million square meters, a larger surface area will be turned into vegetable gardens and fields where local farmers will grow vegetables and fruits, which will be bought by tourists and permanent residents of the new settlement, which is in the project, called Luštica Bay.



*Slika 2. Projekat Lustica bay*

*Picture 2. Project Luštica bay*

Luštica Development je osnovana 2008. godine, kao joint venture kompanija između švajcarske firme Oraskom Developmenta koji ima 90% i Vlade Crne Gore sa 10% učešća u kapitalu.

Luštica Bay spada u velike projekte koji, prema zamisli inicijatora, dodatno podižu kvalitet crnogorskog turizma u globalnim okvirima. Cilj im je da posvete punu pažnju razvoju jahting turizma jer Crna Gora, po njihovom mišljenju, postaje sve više prepoznata kao destinacija za ovaj segment turističke ponude.

Inicijatori projekta, na svojim promotivnim stranama, posebno ističu da je marina, koja je u graditeljskom smislu veliki izazov, jer se gradi na potpuno nepristupačnom terenu, kao i ostali sadržaji, objekat od krucijalnog značaja za cijeli projekat, te obećavaju da će biti završena u predviđenim rokovima. Izgradnja marine je dio prve faze projekta, i jedan od njegovih najzahtjevnijih segme-

Lustica Development was established in 2008 as a joint venture company between the Swiss company Orascom Development, which has 90% and the Government of Montenegro with 10% of equity.

Lustica Bay is one of the major projects which, according to the ideas of the initiators, further improve the quality of Montenegrin tourism in global terms. Their goal is to devote full attention to the development of yachting tourism as Montenegro, by their opinion, is becoming increasingly recognized as a destination for this segment of the tourist offer.

The initiators of the project, in their promotional parties, particularly point out that the marina, which is in architectural sense a big challenge, because it is built on a completely inaccessible place, as well as other facilities, the building is of crucial importance for the whole project, and there is a promise that it will be completed in deadlines. The construction of the marina is part of the first phase of the project, and one of its most compet-

nata. Marina će imati dva lukobrana, a prvi glavni lukobran, čija je dužina preko 400 m, biće završen do kraja godine (2015). Planirano je da u konstrukciju bude ugrađen jedan milion tona kamena i 25 hiljada tona cementa. Procijenjena vrijednost radova iznosi 25 miliona eura.

U projekat Luštica bay do sada je, prema informacijama sa njihovog sajta, uloženo oko 50 miliona eura. Kompanija je takođe dobila prvu dozvolu u Crnoj Gori za izgradnju golf terena. U pitanju je profesionalni golf teren sa osamnaest rupa sa potpisom dizajnera i čuvenog golf igrača Geri Plejera koji će se nalaziti iznad samog grada Luštica bay.

Od ukupnih 690 hektara površine u Luštica bay, samo će 6% biti naseljeno, a preostalih 94% će ostati netaknuta priroda. U okviru tih 6% biće izgrađeno više od 1.000 stanova, preko 500 stambenih vila i kuća, sedam hotela, golf teren, kao i dvije marine i drugi objekti koji će upotpuniti izgled i funkcionalnost grada. Inspiracija za arhitekturu grada pronađena je u tradicionalnoj arhitekturi crnogorskog primorja. Tokom gradnje se, kako tvrde inicijatori, poštuju najviši ekološki standardi. Naime, Luštica Bay je prvi registrovani LEED projekat za izgradnju stambenih jedinica u Evropi, dok se održivost grada ogleda i u uključivanju lokalne zajednice u njegov život, često ističu na sajtu Inicijatora projekta.

Kao što je predhodno obješnjeno, ovaj projekat prediđa izgradnju rezidencijalnog naselja, jer stambeni objekti dominiraju da bi se mogao tretirati kao mixed use resort. Planirani broj turista u svim vidovima smještaja iznosi 16.000 (16.000 kreveta), a broj stalnih stanovnika na poluostrvu Luštica iznosi 400. Racio inteziteta turizam je 40 : 1, a optimalan odnos je 1,1:1, a neodrživ svaki racio iznad 1,6:1! Projekat će proizvesti nezabilježeni demografski šok i potpunu marginalizaciju stalnih stanovnika ravnu njihovom raseljenju.

itive segments. Marina will have two breakwaters, the first main breakwater, whose length is more than 400 m, will be completed by the end of the year (2015). It was planned to be incorporated into the construction of one million tons of stone and 25 thousand tons of cement. Estimated value of the works is 25 million.

The project Lustica Bay so far, according to information from their site, invested about 50 million euro. The company also received the first license in Montenegro for the construction of the golf course. It is a professional golf course with eighteen holes with the signature of the designer and famous golf players Gary Player who will be located above the town of peninsular Bay.

Only 6% will be inhabited out of the total 690 acres of land in Lustica Bay, and the remaining 94% will remain untouched nature. Within the 6%, it will be built more than 1,000 apartments, over 500 residential villas and houses, seven hotels, a golf course and two marinas and other facilities that will complement the look and functionality of the city. The inspiration for the architecture of the city is found in the traditional architecture of the Montenegrin coast. During construction, according to the initiators, the highest environmental standards are adhered. The peninsular Bay is the first LEED registered project for the construction of housing units in Europe, while the sustainability of the city is reflected in the involvement of local communities in its life, often pointed out by the initiators of the project site.

As previously discussed, this project provides the construction of residential complex housing because residential complexes predominate in order to be treated as a mixed use resort. The planned number of tourists in all forms of accommodation is 16,000 (16,000 beds), and number of residents on the peninsula Lustica is 400. The ratio of tourism intensity is 40: 1, and the optimal ratio is 1.1: 1, while unsustainable is each ratio above 1.6 1! The project will produce an unrecorded demographic shock and complete marginalization of permanent residents directly to their displacement.

## ZAKLJUČAK

Princip održivosti je imperativ svakog turističkog planiranja. Planiranje koje ignorira integralne principe održivosti ne može dovesti do izgradnje turističke ponude koja će biti u harmoniji sa privredom, socijalnim vrijednostima i i principima ekonomske efektivnosti na dugi rok. Programi koji ne ispunjavaju kriterijume održivosti štetni su za lokalnu zajednicu i stanovništvo.

Analizirani slučaj poluostrva Luštica je vrlo indikativan. Imamo tri razvojna koncepta, od kojih su prva dva ekspertska, a treći preduzetnički.

Ekspertski projekti gledaju na Lušticu kao na integralni dio šireg okruženja (Boka Kotorska i Budva), te njeno razvojno promišljanje stavljaju u širu destinacijsku ravan. Pri tome Luštica dobija karakter razvojnog resursa koji bi pokrenuo ekonomske aktivnosti ne samo na svom lokalitetu, nego i širom, cijelog klastera i okoline. Autori se odnose sa poštovanjem i velikom pažnjom prema istorijskom i kulturnom nasljeđu i prirodi, tretirajući poluostrvo Lušticu kao park prirode. Realizacijom protežiranih razvojnih ideja Luštica bi predstavljala turistički inovativni projekat od značaja ne samo za klester Boka Kotorska i okolina, već i za čitavu Crnu Goru kao turističku destinaciju.

Nasuprot ekspertskim koncepcijama, baziranim na usvojenom Master planu razvoja turizam Crne Gore, preduzetnički koncept predviđa izgradnju mega rezidencijalnog naselja ukupnog kapaciteta 16 hiljada kreveta. Ono što Master plan i ekspertska studija isključuju, preduzetnički projekat uzima kao prioritet. Radi se o razvoju koji se ne zasniva na principu kompleksne održivosti projekta, kao balansu između ekonomskih, ekoloških i socijalnih zahtjeva. Projekat dakle ne uvažava Vladinu strategiju održivog razvoja turizam, ali se zato Vlada pojavljuje kao jedan od partnera i inicijatora projekta.

## CONCLUSION

The principle of sustainability is imperative of each tourism planning. Planning that ignores the integral sustainability principles cannot lead to the construction of tourist offers, which will be in harmony with the economy, social values and principles of economic effectiveness in the long term. Programs that do not meet the criteria of sustainability are harmful to the local community and population.

Analyzed case of Lustica Peninsula is very indicative. We have three development concepts, of which the first two done by experts, and the third by entrepreneurial.

Expert projects are looking at Lustica as an integral part of the wider environment (Bay of Kotor and Budva), and its development is placed in general plan of destination. Therefore Lustica gets the character of development resource that would raise economic activity not only in their locality, but also in the entire cluster and the wider environment. The authors relate with respect and great attention to the historical and cultural heritage and nature, treating Lustica Peninsula as a nature park. The realization of the proposed development ideas for peninsula would represent an innovative tourism project which is important not only for cluster of Kotor Bay and the environment, but also for the whole Montenegro as a tourist destination.

Contrary to expert concepts, based on the adopted Tourism Master Plan of Montenegro, entrepreneurial concept envisages the construction of mega residentials characterised by total capacity of 16 thousand beds. What Master Plan and experts' studies have excluded, entrepreneurial project has put as a priority. It is about development that is not based on the principle of a complex project sustainability, as balance between economic, environmental and social requirements. The project therefore does not respect the government's strategy for sustainable tourism development, but the Government appears as one of the initiators and the project partners.

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