

POSSIBILITIES FOR URBAN TOURISM DEVELOPMENT IN THE MUNICIPALITY OF CAIR

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Abstract

This paper examines different possibilities for development of tourism in the Municipality of Cair. There is a real need for advancing current development of tourism. Tourism has significantly been increasing for the past decade. However, the Municipality is one of the smallest in the country, with urban characteristics. On the other hand, it has numerous tourism values which are not being used in a satisfactory degree. Thus, the need arose to determine new methods for creating attractive tourism products with the available resources. This paper is the result of the conducted research activities at the territory of the Municipality. It presents the findings from the study for creating a Strategy for tourism development. The results should allow an optimal use of the available resources in terms of urban tourism development. In this sense elaborated are different recommended measures and activities that have to be implemented in the future.

Key Words: *tourism development, urban tourism, tourism strategy, tourist activities, tourism trade, tourism branding*

JEL classification: Z32

Introduction

The Municipality of Cair is a typical urban municipality. It occupies a relatively small surface area of 3.52 km². The administrative structure of the Municipality (local self-government) is located in the settlement of Cair. On such a relatively small area there are 6 urban units located: parts of Gazi Baba, Dukanjnik, Stara Bazaar, Topansko Pole, Ciglana and Cair.

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Considering that this is a prevalent urban environment, there is a high population density (18,415.63 people per km²). Such a densely populated area and tourist infrastructure are the basis for development of the hospitality sector, especially in the field of domestic accommodation (Naumov & Risteski, 2010). In the past period, the Municipality has faced problems from the urban domain. In this sense, especially prevalent is the problem of parking space and accompanying content, although it is a relatively developed municipality. It is necessary to encourage public-private partnerships and to create specific programs that will enable continuous development. As a city-based municipality, it shows an evident cooperation within the Skopje Planning Region, with Skopje as an integral whole of the capital of the country, as well as with the different municipalities from its surroundings. Certain conducted research shows the possibility for distinguishing development projects that have an explicit character and the possibility for optimal use of the structures and means in their realization (Naumov & Risteski, 2010). This Municipality belongs to the group of municipalities that have defined their development through a symbiotic relation with the Skopje urban environment. In that sense, it should be noted that a high degree of urbanization is present. This high degree of urbanization, however, requires the structuring of new content within the domain of public-private partnerships and concessions. The increased employment in the administration has created a burden on the Municipality. Therefore, it is necessary to activate the economic sector. More specifically, this is possible through development of tourism sector, which implies specific projects with the possibility of involving actors who will develop common interest in this field (Risteski et al., 2011).

The Municipality is active in the field of modernization of public lighting with modern components from the energy sector. This represents a successful example of public-private partnership and one of the experiential components in the sustainable approach to the development of the Municipality. The capital project for construction of the Skenderbeg square is under way with planned activities of infrastructural, suprastructural and informative character (Marinoski et al., 2018). The tourist - geographical location of the Municipality of Cair within Skopje allows it to be considered as an area that is dominated by cultural values and urban infrastructure, as well as with scientific and educational potentials that can be successfully used in the development of tourism in this destination. This type of location provides great transport dynamics, with which the Municipality is defined as one of the central municipalities

in the tourist trade. Thus, it is characterized by transitness (Marinoski et al., 2017).

Research methodology

The strategic framework and the methodology used for the research imply a contemporary approach and sound research activities that will allow determining development priorities in the field of tourism in the Municipality of Cair. Its preparation and implementation is conducted by determining the components that are necessary for applying this research. It is necessary to apply research principles used in the research study, as well as the legal framework on which it is based, not only the preparation, but also its adoption and implementation. In the interest of this paper, the latter will not be examined. The need for conducting this research is determined by the municipality's aspirations to transform itself into a recognizable tourist destination. This is due to the attractive properties the Municipality possesses that primarily have cultural character, but which also have some natural values as complementary tourist values. In the function of tourism development are also the favorable infrastructural and suprastructural conditions. The methodology for conducting this research, as well as for implementing its findings, encompasses several segments that should provide a sound qualitative and quantitative analysis. Their synergy allowed us to identify diverse tourism-related problems and accordingly, to find appropriate solutions. The resolution of problems is based on the created propositions and measures. This has allowed us to come to contemporary results. In this sense, applied practices in other urban areas determined the use of comparative methodology. This is related to the adoption of elements of other best practices in this field. The modern methodology included all present stakeholders as research targets, while the analyses were comprised of developmental parameters from different domains. This derived from the fact that tourism should not be treated as an economic branch but as an activity in which hospitality, transport, trade and crafts have a dominant role in the future development.

The analytical methodology allowed us to determine the volume, dynamics and structure of tourism development and on this basis to propose developmental measures and activities, the trends and levels of development (Marinoski et al., 2018). Furthermore, encompassed are conclusions that arose from the data about tourist visits and stay, data about the structure and dynamics of the tourist consumption, data about the quality and volume of accommodation units and their utilization, the

determination of the emitting tourism zones and tourist markets. The conclusions from the research study determined the need for changes and improvements as well as the inclusion of appropriate personnel in the implementation of the strategic measures and activities. The analysis refers to human resources, employment and the quality of the physical resources. In order to reach the relevant indicators for the development of tourism in the municipality of Cair, it is necessary to review and critically analyze various domestic and foreign scientific and professional literature, documents for planning, development strategies and other adopted documents within the local structures that are related to the tourism and hotel-catering potentials. In this regard, considered were also different documents at state level relevant to the development of tourism. The indicators that refer to the attitudes and opinions of the relevant stakeholders are obtained through primary research activities. In this sense, the interview as a research technique was used for gathering primary data. It is important to mention that the primary research activities were dominantly field-based. The characteristics of tourism development were examined from the stakeholders' point of view while included were also the opinions of diverse expert and scientific public. In order to be able to realize the research process, it was necessary to establish argumentative components. In this sense, determining the priorities, implementation models, time frames, and the vertical and horizontal coordination at all levels were also very important. The benefits from this research should have general, scientific and professional significance. This study was based on a specially created theoretical-methodological approach, with a high degree of professional applicability. The **methodological approach** in determining the development opportunities in the Municipality of Cair relies on five relevant operational undertakings that should subsequently be realized (Marinoski et al., 2018).

- *Review of adopted strategies, plans and development programs* in which the activities undertaken and the development opportunities in the Municipality of Cair should be recognized. This allowed determining the levels of treatment of this issue. The strategic documents for Local Economic Development have been adopted and this is the foundation upon which the profile of the Municipality was built. It is an urban Municipality with adopted general and detailed urban plan. There are also action plans whose dates expire and new ones need to be established. Regarding the specific programs, the Municipality has adopted sector programs for labor and social policy, as well as a two-year program for the protection of the environment.

Environmental protection is a basic determinant for the development of tourism in the Municipality. In addition, an action plan for energy efficiency in the Municipality has been conducted, which can be related to tourist infrastructure. Within the framework of the revision of the existing strategies for Local Economic Development, plans and programs some opinions and views should be determined: The documents mostly have action plans for implementation. It can be noted that the action plans are generally being implemented; there is a general satisfaction from the implemented plans and strategies. However, it is necessary to adopt a local environmental action plan and to prepare plans for public-private partnership and other forms of cooperation of the most important stakeholders in the tourism development of the Municipality (Korunovski et al., 2013).

- *Analysis of the values* on the spatial location that allowed recognizing the significance of the links between the different tourism spheres, to establish links with the environment and to determine its place in the spatial relationship to other municipalities in Skopje. The tourist-geographical location of the Municipality of Cair is in the function of using the available resources. In terms of its transitness, it itself represents a tourist value.
- *Determining the attractive-resource basis* of natural and cultural character with an emphasis on traditional ethnographic values and cultural monuments. This has the purpose of making an inventory of natural and cultural resources that then served as the basis for tourist valorization.
- *Identification of the receptive basis* (the qualitative and quantitative values of accommodation, catering services, crafts and craft-related services, communal infrastructure), which is one of the main factors in meeting the needs of tourists. The gathering of data and analyzing of these parameters has developmental characteristics.
- *Analysis of the interview* as field research technique allowed for genuine determining the problems and possibilities for their resolving on the basis of the views and opinions of the informed stakeholders, primarily the employees in the sector for Local Economic Development and the business sector.

Assessment of the current situation in the Municipality of Cair

The assessment of the current situation in the field of tourism in the Municipality of Cair incorporated the engaging factors for development of tourism. These factors are the following: tourist potentials as the

resource base, the scope, structure and dynamics of the hospitality and catering industry, the organization and regulation of the activity, the level of environmental protection and its involvement in the tourist activities, the tourist operations with a special emphasis on the receptivity of the area, markets and characteristics of tourist products as part of the tourist offer. For this to be achieved, a detailed inventory and registering of these values is needed. In this paper, the most important values are included: analysis of tourism facilities and analysis of the tourism trade.

Analysis of tourism facilities

Registering the tourist facilities mainly covers the hospitality sector, through the prism of determining the volume, dynamics and structure of accommodation facilities on the one hand, and catering facilities, on the other. In this sense, the ethnographic moment is very important, so the emphasis should be placed on traditional restaurants and dishes in the catering sector.

The analysis of active business entities in the hotel and restaurant sectors covers the situation in the Municipality of Cair, the City of Skopje and the Republic of Macedonia. These parameters show how many business entities are registered in this sector. They are presented in Table 1.

Table 1: *Active business entities*

Tourism destination	Hotels and restaurants	Percentage
Macedonia	3,938	100%
Skopje	1,186	8.7%
Cair	103	2.6%

Source: *State Statistical Office of the Republic of Macedonia, Active business entities by sector of activity, Makstat database 2009, <http://makstat.stat.gov.mk/>, (November 2018)*

The table shows that the number of registered business entities in the hotel and restaurant sector in the Municipality of Cair is 103. This represents a share of 8.7% (Skopje) and 2.6% (Cair) in the total number of the country (State Statistical Office, 2009). This relatively modest share provides opportunity for improvement of the present situation. The measures and activities of the research should contribute to improving entrepreneurship in this sector. This implies that business entities that have registered their activity will be able to actively engage in it.

The analysis of catering facilities (that serve food and beverages) covers the scope and participation of these facilities, the seats and their surface areas of the Municipality of Cair, of Skopje and of the country. These data are presented in Table 2.

Table 2: *Catering facilities*

	Total MKD	Skopje	Cair
Number of facilities	4,383	1,116	142
Percentage	100%	25.46 %	3.24 %
Number of seats	192,461	51,454	4,219
Percentage	100%	23.22%	1.9%
Surface area	339,289 m²	103,765 m²	9,089 m²
Percentage	100%	21.96 %	1.92%

Source: *State Statistical Office of the Republic of Macedonia, Inventory of catering facilities in the Republic of Macedonia – 2016*, <http://www.stat.gov.mk/Publikacii/8.4.17.05.pdf>, (November 2018)

It can be concluded that in the Municipality of Cair, the number of catering facilities is 142, which represents the share of only 3.24%, in the total number of 4,383 in the country. Skopje shows the share of 25.46%, which is also relatively low, given the fact that Skopje is the capital city (State Statistical Office, 2016). If the number of facilities is compared to the number of registered business entities, it can be concluded that the business entities have at least one facility included in the catering sector. Registering is the basis for an active relation towards increasing the number of catering facilities. The number of seats shows an even greater disproportion. Only 4,219 seats or 1.9% of the total number (192,461) in the country have been registered in the Municipality (State Statistical Office, 2016). This suggests that in the following period an increase in the number of seats should be expected. The analysis of the total surface area of the facilities coincides with the number of seats. This value is 9,089 m² in the Municipality, which is also a very low share of only 1.9% (State Statistical Office, 2016). This means that the area for urban catering equipment needs to be expanded, which will increase the number of seats. This will also contribute to the increase of the areas and the number of seats in Cair and Skopje as a whole.

The analysis of the accommodation facilities refers to the volume of facilities, rooms, beds, surface area and the participation of the Municipality of Cair and Skopje in the total number. These data are presented in Table 3.

Table 3: *Accommodation facilities*

	Total MKD	Skopje	Cair
Number of facilities	574	120	13
Percentage	100%	20.91%	2.26%
Number of rooms	17,235	3,586	264
Percentage	100%	20.81%	1.53%
Number of beds	46,289	9,615	505
Percentage	100%	20.77%	1.09%
Surface area	908,345 m²	145,881 m²	7,320 m²
Percentage	100%	16.06%	0.81%

Source: *State Statistical Office of the Republic of Macedonia, Inventory of catering facilities in the Republic of Macedonia – 2016*, <http://www.stat.gov.mk/Publikacii/8.4.17.05.pdf>, (November 2018)

The parameters in Table 3 show that the accommodation facilities in terms of volume and structure are also very modest. The number of accommodation facilities is symbolic and is only 13. This represents the share of only 2.26% in the total number of facilities in country that is 574 (State Statistical Office, 2016). The number of registered rooms in the Municipality of Cair is 264. In terms of share of these values, the situation is even worse. The percentage share is only 1.53%. These data about the conditions coincides with the number of beds and with the surface area for this type of facilities. The number of rooms is only 505 or the share of 1.53%, while the surface area of the facilities is 7.320m², which is the share of 0.81% (State Statistical Office, 2016). Based on these indicators it can be concluded that there is a pronounced possibility for improving the situation and changing these symbolic values. These findings point to the existence of very modest developmental conditions, so there are real expectations for improving this negative situation. However, it is necessary to undertake activities for expanding the current facilities and establishing new ones, not only in the hotel sector, but also in domestic accommodation.

The analysis of *traditional dishes* in the Municipality of Cair is a part of the evaluation of the current ethnographic catering offer of the tourism sector in the Municipality of Cair. Most of them are located in the Old Skopje Bazaar, so that besides the other ethnographic values of the bazaar, they provide a specific quality that can be defined as an opportunity to unite with the traditional roots of this specific culture (Kocevski & Risteski, 2018). The main dishes and desserts as well as the forms of prepared specialties are the following: Simit-Pogacha, Comlek,

Sarma, Turli-Tava, Stuffed peppers, Stuffed tomatoes, Baked meat dishes, Sweet-Tufeklija, Pear-Tufeklija, Apple-Tufeklija, Pitulici, Sheker-Pare, Gjomleze, Doner, Baklava, Pivtija, Komat, Vitkanica, Bakrdan, Topenica. These specialties/dishes can be a very attractive component in the catering offer. Their current inclusion into the restaurants' menus is very low.

Analysis of tourism trade

Tourist visits and stay determine the level of tourists' interest in the attractiveness and the reception base in the Municipality of Cair. These parameters apply to both domestic and foreign tourists. In order to determine the tendencies in this domain, included are values from the period between 2011 and 2017 (2017 being the last analyzed year). The period for analysis is the period in which the records are kept for different municipalities by the State Statistical Office. This speaks about the relevance of the data, because the whole period is covered. These data are presented in Table 4.

Table 4: *Volume and dynamics of tourist visits (index base 2011)*

	2011	2012	2013	2014	2015	2016	2017
Domestic	640	1,145	1,189	1,364	2,417	2,692	2,781
Index	100	179	186	213	378	421	435
Foreign	5,730	9,179	12,814	12,828	29,809	33,395	38,333
Index	100	160	224	224	520	583	669
Total	6,370	10,324	14,003	14,192	32,226	36,087	41,114

Source: *State Statistical Office of the Republic of Macedonia, Makstat database 2018, <http://makstat.stat.gov.mk/>, (November 2018)*

The table shows that the total number of tourists, both domestic and foreign, is constantly increasing. In the first analyzed year, there were 6,370 visits, while in the last analyzed year 41,114 tourist visit were recorded (State Statistical Office, 2018). The constant growth recorded in all analyzed years shows stable continuity. This is more evident if we analyze the indexes. Namely, the table shows that the increase index for domestic tourists has intensive dynamics. The increase in the number of visits in 2017 moves within the index of 435, which means that the number of domestic visitors has risen 4 times (State Statistical Office, 2018). This is an indicator with optimistic characteristics because such a dynamics shows positive tendency to increase tourist visits in the future. Particularly optimistic should be the projection of the development of

foreign visits. The growth index is constant, while the dynamics is more intense. In 2017, the increase of visits of foreign visitors registered an index of 669. This means that this number increased 6.7 times (State Statistical Office, 2018). Given that foreign visits have a greater contribution to economic effects, this trend will lead to a more intensive development of tourism (Sekulovska et al., 2018). It is evident that there is a steady increase in both domestic and foreign visitors. However, the increase in foreign visitors is clearly more dynamic. Tourists' overnight stay is an indicator that shows the extent to which tourists are staying in the Municipality during their visit. This applies both to domestic and foreign tourists. They are given in Table 5 below.

Table 5: *Realized overnight stays of tourists (index base 2011)*

	2011	2012	2013	2014	2015	2016	2017
Domestic	1,123	2,012	1,640	1,902	3,201	3,684	3,834
Index	100	179	146	169	285	328	341
Foreign	10,432	14,178	20,156	20,546	46,828	56,434	64,322
Index	100	136	193	197	449	541	617
Total	11,555	16,190	21,796	22,448	50,029	60,118	68,156

Source: *State Statistical Office of the Republic of Macedonia, Makstat database 2018, <http://makstat.stat.gov.mk/>, (November 2018)*

Table 5 shows that the number of realized overnight stays of domestic tourists in the analyzed period notably increased. In 2017, this number reached 3,834 overnights. The number of overnight stays of foreign tourists was 64,322 (State Statistical Office, 2018). This suggests that foreign tourists performances prevail with an impressive difference compared to domestic ones. This stems from the nature of the development of tourism in an urban environment in which the stay is short and very few people from the country stay in such tourist destinations. Namely, domestic tourists and visitors relatively quickly return to their places of living. However, for the development of tourism, the length of the tourist stay is very important because the foreign exchange income in tourism and the tourist consumption are based on it. Tourism development is closely related to the change of overnight stays in the analyzed period. It applies both to domestic and foreign tourists. The analysis on the change of the realized overnight stays of domestic tourists shows discontinuity only for the first 3 years of the analyzed period. In the following period, there was a constant increase, so that in 2017 the index reached 341 in relation to the base year of 2011 (State Statistical Office, 2018). During the stay of foreign tourists, this change is

continuous. It occurs during all analyzed years. In the last analyzed year (2017), it reached an index of increase of 617. These changes are related to the realized tourist visits. The number of overnight stays of foreign tourists has increased for more than 6 times (State Statistical Office, 2018). This is a very positive achievement, which allows us to conclude that in the next five-year period we can expect further positive results. The realized tourist revenues are an indicator, not only for the level of tourism development but also for the total economic development of the Municipality of Cair. The analysis of the realized revenues of domestic tourists shows their movements from other areas towards this destination. However, the most relevant indicator is the tourist spending realized by foreign tourists because it increases the income of foreign currencies and even leads to an increase of the gross domestic product. The volume of tourist revenues as spending of tourists is presented in Table 6.

Table 6: *Tourist spending (index base 2011)*

	Domestic	Index	Foreign	Index	Total
2011	89,840	100	834,560	100	924,400
2012	160,960	179	113,424	136	1,295,200
2013	131,200	146	1,612,480	193	1,743,680
2014	152,160	169	1,643,680	197	1,795,840
2015	256,080	285	3,746,240	449	4,002,320
2016	294,720	328	4,514,720	541	4,809,440
2017	306,720	341	5,145,760	617	5,452,480

Source: *State Statistical Office of the Republic of Macedonia, Makstat database 2018, <http://makstat.stat.gov.mk/>, (November 2018)*

From the table, it can be noticed that the revenues realized based on foreign tourists' stay are significantly higher than the performances of domestic tourists. In the last analyzed year, foreign, i.e. domestic tourists contributed to the income with \$ 5,145,760, i.e. \$ 306,720 USD, respectively. This means that the business community and other service providers generated total revenues of \$ 5,452,480 (State Statistical Office, 2018). If we compare these performances with those of the first analyzed year, we will see that there was a noticeable increase. The index of increase is present, both in domestic as well as foreign tourists. This trend of increasing tourist spending reached the highest levels in 2017 when domestic tourist spending increased by 3.4 times, while foreign tourist spending rose by 6.2 times, compared to the base year of 2011 (State Statistical Office, 2018). This indicates further positive effects that can be expected in the next five-year period.

Field research

The conducted field research refers to registering the characteristics of the potentials for tourism development in the Municipality. This research has primary character and contains opinions and views about the characteristics of the Municipality of Cair regarding the possibilities for tourism advancement (Marinoski et al., 2018). The results of the conducted research show that the Municipality's stakeholders and experts assume that there is room for improvement of the expected visits of tourists from the neighboring regions of the country and abroad. Furthermore, their main opinion is that the exchange of tourists with the neighboring regions of the country and the countries of the region should be encouraged. The absence of formalities and barriers in the visit in the Municipality was assessed as a positive circumstance, which means that the Municipality has a positive attitude towards the arrival and stay of tourists. Accordingly, the spatial location of the Municipality positively reflects on its tourism development. Regarding the events, from the conducted interview it could be concluded that the religious events were assessed as best potentials because they are related to the history of the tourists' countries of origin (Turkey, Albania and Kosovo). Cultural events can be improved, while entertainment and sporting events were assessed as having lower significance. It is therefore necessary that they be included in the tourist offer in order to increase its content (Risteski & Risteski, 2016). As far as the assessment of ethnographic heritage is concerned, the highest grades were given for traditional crafts and folklore. The activity of cultural and artistic associations should also be improved because currently there are very few of them. These associations can contribute to the improvement of the organization of tourism (Marinoski et al., 2012). Tourists believe that the number of registered households and companies in the municipality for providing tourist services is very low, which implies their improvement. The local self-government is assessed as a relatively good organizational structure in terms of the adoption of documents that encourage cooperation in the field of tourism, although in this area there is the possibility for a more intensive approach towards development (Marinoski et al., 2018). Green and recreational areas have relatively modest characteristics, although the Municipality with the help of available resources is still struggling to advance. Safety in the Municipality was assessed as relatively good, although there is the opinion that it can contribute to the promotion of mutual understanding in the relations between tourists and local communities. The adopted planning documents for safety are on a high

level. A similar assessment was provided for the general and detailed urban plans for land use as well as for the tourist infrastructure. The stakeholders and experts think that the promotion of tourism can be improved by more organizational links of the Agency for Promotion and Support of Tourism (Marinoski et al., 2018). The reception facilities were assessed as insufficient in volume. As for their quality, they should be improved. The assessment of the acceptability of tourists among the population is not on the highest level, thus opening the opportunity for undertakings in this sense. Furthermore, room for improvement was also registered in the field of information infrastructure. For managing the potentials, the stakeholders assessed it to be relatively good, but left space for improvement in the domain of audio-visual technical equipment of attractions and their infrastructure. The harmonization between supply and demand was assessed as a possibility for conducting further activities related to the acceptability of tourist products on the tourism market. Seasonality was assessed as a relatively well balanced, but there is also the possibility for advancements in the future. Human resources were assessed as hospitable, but in terms of employment, the stakeholders believed that an improvement in the approach should be made.

Proposed measures and conclusions

Activities and measures based on the potential for tourism development in the Municipality arise from the existence and level of utilizing tourist attractions and the receptive complex, which determine the development of tourism. They primarily derive from the defined development goals and expected results. Based on the general goal, more detailed operational goals are defined which express the specificity of the process. They include concrete measures and activities. A total of five operational goals have been defined in the strategic planning for the Municipality (Marinoski et al., 2018): improvement of the transport infrastructure, communal equipping, landscaping and attractiveness; improvement of receptive resources in quantitative and qualitative sense; successful performance on the tourism market; creating a tourist offer in terms of further "spreading of seasonality"; strengthening the organizational structures.

Within the operative goal of *improving the transport infrastructure, communal equipping, landscaping and attractiveness*, the following measures are defined: introducing a functional transport system in the service of tourism, creating an image of a clean destination, landscaping

of space, equipping and presenting the attractions and improving the offer by organizing events. The measure *introducing a functional transport system in the service of tourism* includes the following specific actions: preparing a study on transport regulation, signage and digitization of tourist paths and locations, creating paths and spaces in front of tourist attractions, improvement of IT connections, feasibility study for the construction of multi-storey garage and parking lots, preparing a plan for introducing electric amusement trains for viewing and visiting tourist attractions and receptive facilities. This measure should be implemented in a period of 16 months, while the action for improving IT connections has a continuous character. The measure *creating an image of a clean destination* envisions the following actions: Installing suitable waste bins with tourist applications, placing boards with messages for preserving hygiene and the environment, as well as producing and printing leaflets for linking hygiene to tourism. This measure should be implemented for a total of 5 months. The measure *landscaping of space* will include the following actions: adoption of a landscaping plan, construction of paths and spaces in front of the tourist values, enriching spaces with fountains and contents of indigenous materials and horticultural arranging. These actions are foreseen to be realized in a period of 20 months. The measure *equipping and presenting the attractions* will include the following activities: preparation and adoption of a study on the equipping and presenting attractions within the authority of the Municipality, signage and digitization of cultural and natural heritage as well as an auditory - visual equipment of attractions, which should be realized in a period of 7 months. The measure *improving the offer by organizing events* will include these actions: organizing cultural-artistic events, organizing entertainment events and organizing sports events. They should be realized in a total of 3 months.

The operational goal ***improvement of receptive resources in quantitative and qualitative sense*** will encompass the following measures: attracting investments for increasing the volume and improving the structure of hospitality facilities, improving the quality of services, improving the human resources capacities and employment, as well as inclusion of locals in tourism activities. Within the measure *attracting investments for increasing the volume and improving the structure of hospitality facilities*, the following actions are envisaged: preparation and adoption of a detailed urban plan with location conditions, preparation and adoption of a manual on procedures, conditions, benefits and opportunities for investment activities in the area of hospitality facilities and domestic

accommodation, as well as preparation of promotional materials for investment opportunities in tourism of the Municipality. These activities should be implemented within a period of 18 months. The measure *improving the quality of services* will include the following actions: Preparation and adoption of a brochure for standardization and quality of hospitality facilities in the EU, awarding the best exterior of hospitality facilities (harmonized architecture) and awarding for the best services provided, according to established criteria. These actions should be realized in a total of 6 months. The measure *improving the human resources capacities and employment* will include the following actions: Creating promotional materials on the possibilities and benefits for employment in the field of tourism and hospitality, organizing training sessions for improving human resources, sending current employees of the Municipality institutions to different seminars, training sessions, activities and expert/scientific gatherings, as well as organizing competitions in the field of tourism and hospitality that should be realized for a total of 8 months. Within the measure of *inclusion of locals in tourism activities*, the following actions should be undertaken: organizing a campaign for the importance of tourism and the benefits from it, as well as organizing workshops for encouraging the entrepreneurial spirit and starting a tourism business that should be realized in 3 months, while the activity establishing and maintaining a database of home owners as service providers will be a continuous activity.

The operational goal *successful performance on the tourism market* will be realized through the following two measures: Encouraging an integrated tourist offer and diverse promotional activities. The measure *encouraging an integrated tourist offer* should be realized through the following activities: Supporting the attendance at fairs and events and presenting the tourist opportunities of the Municipality to other municipalities for a total of 8 months, while the activity of designing, networking and maintaining a database for service providers and other stakeholders will be a continuous activity. The measure that relates to *promotional activities* will include the following actions: creating printed promotional material, promotion of tourism through mass media and awarding a prize for the adoption of best logo and slogan related to tourism in the Municipality in order to create a recognizable tourist brand that should be realized in 7 months.

The operational goal *creating a tourist offer in terms of further "spreading of seasonality"* will include the following measures: creating

new tourist products and economic sustainability of tourism in the off-season. The measure *creating new tourist products* will be realized through the following detailed activities: preparing a catalog of new tourist products in the Municipality, organizing gatherings of experts, i.e. debates and lectures on the significance of the offer of congresses, wellness, and alternative types of tourism in different conditions as well as presenting combined tourism products. These activities are planned to be fulfilled in 15 months. Within the measure of *economic sustainability of tourism in the off-season*, the following activities should be undertaken: Organizing an event for promotion of energy efficiency in hospitality and environmental standards, organizing gatherings for pricing in the area of tourism in the Municipality, as well as organizing incentive tours for journalists and tour operators in the off-season period, which should be realized in 2 months.

The operational goal *strengthening the organizational structures* should be realized through the implementation of the following measures: Strengthening the institutional structure, capacity building for implementing tourist policies, strengthening the capacities for cooperation at international level and strengthening the inspection agencies. The measure *strengthening the institutional structure* will include the following actions: conducting trainings in the sense of improving organizational capacities and standards in providing services and creating policies and participation of employees in the sector for local economic development at assemblies, workshops and trainings outside the Municipality that will need to be completed within 4 months, while the action creation and maintenance of an information network will be a continuous activity. The measure *capacity building for implementing tourist policies* will include the activities of: Preparation of a publication containing contents of the legal, by-law and statutory regulation that is applied in the tourism sector, adoption of laws related to the economy, property relations and state regulation, organizing thematic events for subsidizing and supporting tourism and organizing thematic events on tax policy in tourism. These activities should be realized in 4 months. The measure *strengthening the capacities for cooperation at international level* will be realized through the following actions: Organizing lectures on the use of donations by donors, organizing workshops for using grants and favorable credits as well as organizing workshops for applying to projects. These actions are planned to be completed in a period of 5 months. The measure *strengthening the inspection agencies* will encompass the following activities: Technical improvement of inspection

agencies and preparation of a guidebook on the harmonization between the various inspection agencies on a vertical and horizontal basis that should be realized in a period of 14 months, while the activity increasing the number of inspectors (two inspectors) is envisaged to be concluded in 60 months. The main bearer of the above mentioned measures and actions will be the local self-government of the Municipality of Cair. This process will include participants of governmental and non-governmental bodies and organizations, the business sector, scientific and professional institutions as well as different cultural, entertainment and sports institutions.

It can be concluded that the Municipality of Cair possesses very favorable conditions for developing urban tourism services, products and activities. All the resources are available but they are not being used in a proper way. In order to attract foreign tourists to this Municipality, different stakeholders that exist in the Municipality must come together and cooperate between each other. Only then will the Municipality be a competitive tourist destination, which will have many economic, social and cultural benefits for the local population.

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