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VSEBINA / INDICE GENERALE / CONTENTS

- Brigitta Mader:** Das „Marine-Casino“ und die Kirche „Madonna del Mare“ in Pula: Zwei Beispiele altösterreichischer Marinebauten und deren Baugeschichte 1
Il Casinò della marina militare e la Chiesa della Madonna del Mare di Pola (Pula): Due esempi di antichi edifici navali austriaci e la storia della loro costruzione
»Marine-casino« in cerkev »Madonna del Mare« v Pulju: dva primera starih avstrijskih mornariških stavb in zgodovina njihove gradnje
- Gordana Rovčanin Premović:** Reuse of Architectural Heritage and Sustainable Tourism Development: a Unique Model of Sveti Stefan Town-Hotel through Transformation Scenario 23
Riqualificazione del patrimonio architettonico e sviluppo turistico sostenibile: il modello unico di città-albergo di Sveti Stefan attraverso lo scenario di trasformazione
Sprememba namembnosti arhitekturne dediščine in trajnostni razvoj turizma: edinstveni model mesta-hotela Sveti Stefan ob upoštevanju scenarija transformacije
- Zlatan Krajina:** Gradually European and Diminishingly Balkan: Communicating About Croatia in International Guidebooks During EU-Accession 45
Gradualmente europea e progressivamente meno balcanica: come viene descritta la Croazia nelle guide turistiche internazionali durante il processo di adesione all'Unione europea
Vse bolj evropska, vse manj balkanska: Hrvaška v mednarodnih turističnih vodičih med vstopanjem v Evropsko unijo
- Olga Vojičić-Komatina & Saša Simović:** Mediteransko-britanski kulturni kod u poetikama renesansnih pjesnika Džora Držića i Lodovika Paskvalića 57
Codice culturale mediterraneo-britannico nella poetica degli autori rinascimentali Džore Držić e Lodovik Paskvalić
Mediteransko-britanski kulturni model v poetiki renesančnih pesnikov Džore Držića in Lodovika Paskvalića
- Sabaheta Gačanin:** *Eight Paradises Chronicle* about the Sultan Hunting: Sources of Oriental Provenance for Studying the Interaction of Humans and Nature 71
La cronaca degli Otto paradisi sulla caccia del sultano: fonti orientali per lo studio dell'interazione tra uomo e natura
Kronika o sultanovem lovu Osem rajev: viri vzhodnega porekla za preučevanje interakcije narave in človeka
- Andrej Mečulj:** Motivi Starega Egipta v poeziji Antona Novačana in Antona Aškerc 81
Motivi dell'Antico Egitto nella poesia di Anton Novačan e Anton Aškerc
Motifs of Ancient Egypt in the Poetry of Anton Novačan and Anton Aškerc
- Nuša Detiček & Maruša Pušnik:** Spominjanje in spol: Ženske v muzejskih in učbeniških reprezentacijah druge svetovne vojne v Sloveniji 109
Memoria e genere: rappresentazioni delle donne nella Seconda guerra mondiale in Slovenia nei musei e nei libri di testo
Memory and Gender: Women in Museum and Textbook Representations of the Second World War in Slovenia

Zhonghui Ding & Vesna Žabkar: Vloga regij

v vedenju potrošnikov na velikem trgu:

študija kitajskega potrošniškega okolja 123

Il ruolo delle regioni nel comportamento

dei clienti in un grande mercato: uno studio

sul panorama dei consumatori cinesi

The Role of Regions in Shaping Consumer

Landscape in Large Markets: a Case from China

Kazalo k slikam na ovitku 137

Indice delle foto di copertina 137

Index to images on the cover 137

REUSE OF ARCHITECTURAL HERITAGE AND SUSTAINABLE TOURISM DEVELOPMENT: A UNIQUE MODEL OF SVETI STEFAN TOWN-HOTEL THROUGH TRANSFORMATION SCENARIO

Gordana ROVČANIN PREMOVIĆ

University of Montenegro, Faculty of Architecture, Džordža Vašingtona bb, 81000 Podgorica, Montenegro
e-mail: gordanar@ucg.ac.me

ABSTRACT

This paper presents an authentic approach to the reactivation of valuable architectural heritage through the transformation and adaptation of the late-medieval fishing settlement into the town-hotel Sveti Stefan, which represents a tourism brand of Montenegro on the eastern Adriatic coast. The study shows the process of converting, usage throughout history, and the challenges and potential that Sveti Stefan holds today. The results of the analyses provided a foundation for defining criteria to assess the value of this site, which represents the significant cultural heritage, allowing for a comprehensive examination of scenarios for the transformation and development of Sveti Stefan. The goal was to establish a unique and flexible model of sustainable development with the aim of ensuring active and continuous utilization of the architectural heritage.

Keywords: Sveti Stefan, town-hotel, reuse of architectural heritage, sustainable tourism development, transformation

RIQUALIFICAZIONE DEL PATRIMONIO ARCHITETTONICO E SVILUPPO TURISTICO SOSTENIBILE: IL MODELLO UNICO DI CITTÀ-ALBERGO DI SVETI STEFAN ATTRAVERSO LO SCENARIO DI TRASFORMAZIONE

SINTESI

L'articolo descrive un approccio autentico mirato alla riqualificazione di un importante patrimonio edilizio attraverso la trasformazione e l'adattamento di un insediamento di pescatori del tardo medioevo nella città-albergo Sveti Stefan, che rappresenta un brand turistico del Montenegro, sulla costa orientale dell'Adriatico. Nell'articolo sono descritti il processo di trasformazione, l'utilizzo nel corso del tempo, nonché le sfide e le potenzialità che Sveti Stefan rappresenta oggi. I risultati delle analisi condotte hanno fornito le basi per definire i criteri per stabilire il valore di questo luogo, che rappresenta un'importante eredità culturale, consentendo una completa valutazione degli scenari di sviluppo e di miglioramento di Sveti Stefan. L'obiettivo è la creazione di un modello flessibile di sviluppo sostenibile, allo scopo di garantire un utilizzo attivo e continuo del patrimonio architettonico.

Parole chiave: Sveti Stefan, città-albergo, riqualificazione del patrimonio architettonico, sviluppo turistico sostenibile, trasformazione

INTRODUCTION

Urban structures and individual buildings of architectural heritage stand as monuments to history, tradition, and ways of life and functioning in times past. They present us with a value system and cultural pattern of the era in which they were constructed. Architectural heritage can be a source of cultural value, deriving significance from various factors: its ability to convey stories and knowledge from the past, its ability to allude to history and tradition, to be a symbol of events, or a symbol of religion (De Madici et al., 2020, 3). The overall value of architectural heritage depends on the utility value of historical buildings and the potential for extending their life through new contemporary functions. The need for a sense of continuity with the past and the collective memory of the community has led to the expectation that the built and inherited environment possesses the quality of adaptability over time and through new opportunities (Brooker & Stone, 2018). In recent decades, the importance of utilizing architectural heritage as *cultural capital* and as a potential factor for tourism development has been emphasized, highlighting the significance of cultural values important for the identity of specific areas (Della Spina, 2018). The values that architectural heritage possesses are significant for preserving the local and national culture of a people. In increasingly intense processes of transition and internationalization, the architectural heritage of a people persists as the backbone of identity, culture, and tradition. The concept of environmental identity in contemporary times integrates all fundamental components of space: natural and anthropogenic elements, as well as created conditions, encompassing not only architecture but also the entire collection of constructed spatial components (Potočnik & Lah, 2017, 253). Recognizability, authenticity, and uniqueness of heritage are vital in establishing tourist sites and destinations. The significance and value of architectural heritage transcend local and regional frameworks through inclusion in tourism and the tourist offer of a place. The need for promotion and activation of architectural heritage is best achieved through tourism activities. *Heritage tourism* is valued for redirecting people to their cultural roots, in terms of enhancing people's interest in history and culture. The goal is to preserve regional heritage as a significant tourism offer. The relationship between heritage and tourism can be mutually beneficial, as cultural heritage can be protected and preserved precisely through tourism (Mrđa & Bojanić Obad Šćitaroci, 2015, 473). Tourist offer and tourism turnover are indicators of active and sustainable use of architectural heritage.

In the last few decades, the approach to preserving architectural heritage through conversion for tourism purposes has become very relevant. However, such an idea in the coastal area of Montenegro emerged much

earlier. The intention to activate valuable architectural heritage through conversion for tourism purposes in Montenegro arose as early as the mid-20th century when mass tourism in this area was in its infancy. At that time, the late-medieval fishing settlement on the rocky peninsula was transformed into the luxury town-hotel Sveti Stefan by converting and adapting residential fishermen's houses. This advanced idea, resulting in the conversion of the entire traditional settlement into a modern and exclusive hotel complex, has been a unique example of the successful conversion of a complete settlement structure for decades. The research presented in this paper is based on a thorough analysis of Sveti Stefan, including an overview of natural conditions, location, and position, as well as an examination of its origin and historical development, with a focus on analyzing the structure and functional organization of the settlement, architectural elements, motifs, and characteristics. Special attention was paid to the adaptation and repurposing of this fishing settlement into a unique town-hotel, which marked a shift in its primary purpose during the mid-20th century. Of great significance are the development potentials of Sveti Stefan in the present day, along with the challenges that arose following its latest adaptation and changes in its management approach, which prompted a comparative analysis between the initial and the most recent adaptations. The reciprocal relationship between modern tourism development and the role of the local population in these processes is highlighted. After extensive analyses, evaluation criteria were established, based on which the fundamental values representing the identity of Sveti Stefan were defined, forming the basis for preserving its authenticity. The motivation for this research lies in exploring transformation scenarios and establishing potential scenarios for the enhancement and further development of Sveti Stefan. The improvement potentials are reflected in a concept that aims to integrate all necessary ecological, cultural, social, tourism, and economic development segments. Based on this concept, the research goal is to establish a unique model for the Sveti Stefan town-hotel in the context of sustainable development. The originality of the methodological approach implemented in this paper is demonstrated through research methods that were specifically designed, defined, and applied for this paper.

ARCHITECTURAL HERITAGE AND REUSE –
ADAPTATION INTO TOURIST FACILITIES THROUGH
A LITERATURE REVIEW

The architectural heritage from the past holds significance and value if it can be utilized in the present time. The reuse of buildings is considered a means of transmitting the legacy of the past, consisting not only of the buildings themselves as physical structures

but mostly of the wealth of information and data from the past that each structure provides individually (De Madici et al., 2020, 3). An alternative way to give new life to old buildings and urban structures is through adaptive reuse. This method prevents abandonment or damage to buildings of high historical value in order to reconstruct them and introduce new utility value. To change the purpose of architectural heritage buildings, understanding their history and past use is essential. *Adaptive reuse* is a process aimed at improving building characteristics in line with contemporary standards and changing user requirements, with obligatory retention of the original features of the historic building (Ab Wahab et al., 2023, 16).

The concept of *adaptation* can have a broad meaning depending on the scope and purpose of the changes to the building, and adaptation works can range from basic preservation work on historical buildings to almost complete reconstruction (Douglas, 2006, 3).¹ Adaptive reuse is a concept that implies the reuse of a historic building after adaptation. Adaptive reuse may involve adaptation, restoration, renovation, extension, retrofitting, conservation, or rehabilitation. It primarily concerns the function, which is the most obvious change in the building, but other modifications can be made to the building, such as movement, orientation, and spatial relationships (Brooker & Stone, 2004). Retaining the basic and typical elements and motifs on historic buildings that make them recognizable during any intervention is of the utmost importance for preserving their originality and authenticity. During the process of adaptive reuse, the combination of new and old architecture should ensure the retention of the authentic character of the building, revitalizing the inherited structure and providing an appropriate new purpose (Fisher-Gewirtzman, 2016). Different theories are compared and classified according to their approach to adaptive reuse, mostly based on three main approaches: typological, technical, and architectural. These approaches relate to the typology of buildings and the programmatic basis for reuse, the technical aspects that deal with how to adapt the building to enable a new function in line with technical capabilities, and the architectural approach that relates to the processes and strategies applied to repurpose significant buildings (Plevoets & Van Cleempoel, 2011).

The reuse of old inherited architectural buildings has been practiced for some time. There have been scholarly debates on the theoretical approach to adaptive reuse dating back to the 19th century, when the theory was established that the best way to preserve a building is to find a new purpose for it.² Since the 1970s, the topic of adaptive reuse has become the

focus of scientific and professional public interest. However, unlike earlier decades, there is now a deeper and more comprehensive understanding of the importance of this issue, which relates to the significance of historical heritage, material evidence from the past, and the preservation of architectural heritage possessing certain cultural values (De Madici et al., 2020, 3). The most significant factor in the reuse of architectural heritage is the preservation and sustainability of the original historical building (Brooker & Stone, 2004). In the process of adaptive reuse, existing architectural heritage can be considered “a rich reservoir of layers of material, history, and narratives” (Plevoets & Van Cleempoel, 2019, 28). Putting an existing building back into use is accompanied by a process of revaluing its historical values and meanings.

For the adaptation of architectural heritage buildings, it is essential to understand the use of the buildings in the past and the historical, social context in which the buildings were constructed and used. It is necessary to recognize and highlight typical urban ensembles, architectural elements, and motifs that constitute prominent heritage from the past, aiming to assess the potential changes implied by the new use. The reuse project involves a preliminary evaluation of the building to identify criteria for possible and desirable choices of design interventions. These interventions arise from the value systems attributed to the building and its potential use (De Madici et al., 2020, 4). Reuse projects should be based on clearly established criteria for verifying potential transformations and interventions in architectural heritage buildings. These criteria must be based on indicators of preserving the identity of the settlement or individual buildings, such as the preservation of urban matrices, urban or individual building structures, forms, volumes, facades, construction systems, materials, and especially the relationship between individual historical buildings and the narrower or broader urban context.

Hotels formed within inherited structures offer tourists a unique cultural tourism experience that cannot be replicated elsewhere. Nowadays, the *heritage boutique hotels* phenomenon is prevalent in adapting heritage for tourism purposes. These hotels are not only established to create more economic activities in the surroundings but also with the intention of preserving the value of heritage and the image of local culture (Abdul Kadir et al., 2019, 106). When it comes to *cultural heritage tourism*, the focus is on the experience and perception of the “public space” by tourists in inherited structures, while the role of accommodation facilities may be secondary to the interactive relationship between hosts and visitors. Hotel facilities established

1 Between basic preservation works on inherited structures and buildings and complete reconstruction, there are numerous interventions such as *rehabilitation*, *remodeling*, *renovation*, *retrofitting*, and *restoration* (Douglas, 2006, 3).

2 The theoretical approach to adaptive reuse dates back to the 19th century when Eugène Emmanuel Viollet-le-Duc recognized adaptive reuse as a way to preserve historical monuments (Plevoets & Van Cleempoel, 2011, 156).

within heritage are perceived as “performative spaces” that can enhance tourists’ experience of local attractions (Butland & Rofe, 2014, 1224). Historical hotels are significant for their dual role provided to tourists: one being accommodation and the other being cultural signifiers (Chang & Teo, 2009, 355). These hotels provide a portrayal of local culture and tradition, with heritage buildings considered representatives of local identity, shaping the identity of a place, culture, and the traditions of a people. Heritage tourism, due to its historical, traditional, and cultural values, offers tourists more than just luxurious accommodation; it plays a role in strengthening emotional connections between tourists and the places they have visited and spent time in. Visitors can learn historical facts, acquaint themselves with architectural heritage created in a specific historical context, and identify with it. The unique spatial-historical experience such heritage spaces offer is the special value they provide to tourists. Tourists become part of the tradition, temporarily experiencing segments of the local culture of a people.

STUDY AREA – CASE STUDY OF SVETI STEFAN

The town-hotel Sveti Stefan is a unique example of this type of hotel on the Adriatic coast. The natural Mediterranean landscape and the specific location of the settlement on a small rocky island near the shore represent the natural values of the site where Sveti Stefan was built. This place holds great cultural and historical significance, bearing witness to the origins and development of Sveti Stefan throughout history, reflecting the struggles of Montenegrin local tribes against invaders and the way of life of the local population in changing circumstances. In such a complex social context, the organic structure of the settlement emerged, consisting of a cluster of stone houses built on a rock by the sea. Unlike other old towns and historical urban structures on the Montenegrin coast, which were influenced by Eastern and Western cultures – primarily the Ottoman Empire or the Republic of Venice – Sveti Stefan was constructed by a local Montenegrin tribe.³ It was built as a fortified fishing settlement surrounded by walls for defensive purposes, using traditional construction methods typical of the coastal region. The architecture typical of this part of the Montenegrin coast, the vernacular stone-building

style, and the way of life of the local population are interwoven into an authentic spatial-functional organization through a network of narrow streets, houses, stairways, terraces, and plazas. Sveti Stefan represents a unique type of such settlement – a fortified small town on a rock. The adaptation and repurposing of residential buildings for tourism functions in the mid-20th century granted Sveti Stefan international recognition and acclaim as an unusual and unique example of a town-hotel. Due to its origins, historical features preserved to this day, architectural-urbanistic specificities and values, significant influence on tourism, and role in promoting Montenegro as a global tourist destination, Sveti Stefan is a town-hotel with exceptional potential, deserving protection, preservation, and enhancement for the present and the future.

Location and Position

The town-hotel Sveti Stefan is situated on the territory of the Municipality of Budva, Republic of Montenegro. It is located on the southeastern part of the Budva Riviera, along the coastal area of a typical Mediterranean landscape and attractive sandy-pebble beaches. It is approximately 10 km away from the city of Budva along the Adriatic main road, which runs along the coast of the Adriatic Sea towards the south (Figure 1). Initially, it was a settlement located on a rocky island not far from the mainland, but later, it was connected to the mainland by a sandy approach about 100 meters long, formed by the action of sea waves and the deposition of sand and gravel. Along with the access causeway with a pedestrian path, two sandy-pebble beaches, each 750 meters long, have been formed (Duletić, 2004, 299). Thus, a small semi-fortified town was formed on a peninsula near the coast but separated from the mainland.

Historical Origin and Development

The historical origin and development of the settlement of Sveti Stefan date back to the 15th century. The first written record mentioning the small fortress of Sveti Stefan dates back to 1442, while the name of the local tribe Paštrovići⁴, which formed the town-fortress, first appears in 1350.⁵ Twelve tribes from

3 Due to the richness of diverse cultural influences, styles, and construction methods, the eastern Adriatic coast cannot in any way be considered a homogeneous area. This is evident when observing the region from Istria, through Dalmatia (Štefanac, 2013, 68), and further south towards the Montenegrin coastline and areas influenced by the Ottoman Empire.

4 The Paštrovići are a local tribe from the Coastal region of Montenegro, specifically from the hinterland of Petrovac on the sea. The Paštrovići region is mostly mountainous, situated between the Adriatic Sea and Crmnica, from Babin Vir to Kufin, stretching in the direction northwest to southeast. It borders Crmnička Nahija to the northeast, Brajići and Maine to the northwest, the Adriatic Sea to the southwest, and Spič to the southeast (Vukmanović, 2002).

5 Historical sources indicate that the Bosnian Grand Duke Stevan Vukčić Kosača ruled Upper Zeta (old Montenegro), and in the spring of 1442, he besieged the cities of Bar and Budva. Under the influence of this situation, the local tribe of Paštrovići divided as follows: some joined the Bosnian Duke Vukčić, while others, under the leadership of Radič Paštrović, resisted him from a fortress near the coast (Mijović & Kovačević, 1975, 133).



Figure 1: Location of the Sveti Stefan town-hotel in relation to the Budva town on the Montenegrin coast (Source: Google Earth, satellite image).

the Paštrovići region⁶ built one house each in the town, intended for women and children as a shelter in case of enemy attacks by conquerors and pirates (Vukmanović, 2002). Legend has it that the fortress was built from the spoils after a battle with the Turks.⁷ There are no remains of construction before the use of firearms on the fortress walls, which suggests that the fortress was built no earlier than the 15th century (Mijović & Kovačević, 1975, 133). The natural position of the rocky island, which was separated from the mainland, was significant for the construction of the ramparts of Sveti Stefan. The ramparts were constructed to protect the settlement on three sides towards the mainland, while the southern side facing

the sea had natural protection provided by steep cliffs (Vujović, 2009, 183). In old documents, Sveti Stefan is mentioned as the “place of justice”. For 400 years, the Paštrovići tribal court “Zbor” or “Bankada” convened on the town square – an expanded area in front of the town gate.⁸

Sveti Stefan has been a maritime and trading center for the Paštrovići for centuries.⁹ In the 19th century (Figure 2), it experienced its greatest development, with a population reaching 400 inhabitants and the construction of 100 houses and 3 churches in the settlement (Gregović, 2008b, 43–44). In the early decades of the 20th century, this settlement’s economic and political power began to decline,

⁶ Looking at the coastal part, the Paštrovići occupy the territory southeast of Bečići in Budva and northwest of Bar, corresponding to the coastline from Čanj to Bečići and its surroundings, spanning a length of 17.5 km. The cultural-historical center of the Paštrovići tribe was the island of Sveti Stefan, which was built by the twelve Paštrovići tribes.

⁷ Legend has it that in the early 15th century, the people of Kotor called on the Paštrovići to fight against the Ottomans who attacked them from the sea. After the victory of the local forces, upon returning home, the Paštrovići found a Turkish fleet anchored by the Jaz Beach near Budva, which they attacked again and plundered valuable loot. They decided to build a fortress and twelve houses on a deserted island with the captured booty. The main function of the fortress was defensive, and the Paštrovići stored oil, wine, honey, meat, and other foodstuffs there (Gregović, 2008b, 43).

⁸ “Bankada” was the old Italian term for the Paštrovići tribal court. The last session of the tribal court in Sveti Stefan was held in 1929 (Duletić, 2010, 78).

⁹ The Paštrovići tribe governed their land for centuries (Mitrović, 2014, 62).



Figure 2: The settlement of Sveti Stefan and Budva town, according to a 19th century map (Source: Arcanum Maps, 2024).

leading to mass emigration of the population. In 1912, Sveti Stefan was home to 28 families and 142 inhabitants. After that, the population constantly declined until the mid-20th century, with only 21 families living in the town in 1954 (Mitrović, 2014, 68–70). Sveti Stefan was placed under protection in 1949, and declared a cultural monument. Since 1955, the town lost its residential function when the adaptation of houses into luxury hotel apartments began. The conversion and adaptation process involved relocating the remaining population from the houses in Sveti Stefan and building new houses for them in the surrounding area along the coast.

Structure of the Settlement and Architectural Heritage

At the inception of the fortress, the Paštrovići constructed ramparts with gun slits on all sides accessible from the outside, while the cliffs facing the sea served as natural protection from enemy approaches. Towards the mainland, the fortified walls were stronger and more fortified, with a small tower from which the entrance to the town could be controlled. The fortified walls were predominantly placed on the northern approach side and on the

eastern side towards the mainland (Mijović & Kovačević, 1975, 135). Defensive ramparts with gun slits and a drawbridge at the entrance gate, and a tower near the entrance ensured the security of the interior of the fortress.¹⁰ Due to its position as a small island near the coast, this fortified settlement was very suitable for defense against enemies. The sandy embankment connecting the settlement to the shore on the northern side was very narrow and impassable during the bora wind. The only access to the settlement from the mainland was exclusively through the narrow sandy causeway, fortified in 1807 (Živanović, 1990, 67). On the northern side of the island, near the approach, is the entrance gate. In front of the main gate is an open space with a side entrance. This position of the entrance served as defense against attackers. The expanded space in front of the entrance is a stone square that once served as a market (Vukmanović, 2002).

The structure of Sveti Stefan was formed spontaneously, following the morphology of the terrain, the natural orientation of the houses and relationship to the sea. The structure consists of narrow winding streets positioned at various heights, with picturesque and colorful squares, staircases,

¹⁰ During the Cypriot War (1570–1573), the Turks demolished those initial battlement walls of the fortress which were restored with the help of Venice in 1580 (Mijović & Kovačević, 1975, 133).

plateaus, terraces, and authentic stone houses. The cobbled streets are narrow, irregularly shaped, broken with paths and staircases. They are formed in a ring around the island, dominantly in the east-west direction, with occasional intersections from the bottom to the top of the island, overcoming the slope of the terrain. They have smaller expansions and squares at certain points - at intersections. Thus, small irregularly shaped squares were formed. This spontaneously formed settlement matrix, adapted to the needs of the residents and the need for protection against enemy attacks, constitutes a unique, organic structure (Figure 3).

The Paštrovići settlements are characterized by concentrated structures, belonging to a dense type of settlement, where clusters of houses are placed in close proximity and are often physically connected into residential complexes, typically through the addition of new residential units in a longitudinal direction (Rovčanin Premović & Karač, 2021, 649). The structure of Sveti Stefan took on its final form at the end of the 18th century. The structure of Sveti Stefan as a traditional agglomeration consists of several forms of Paštrovići houses: detached houses, row houses, and clustered houses in mutually shifting positions. In more complex house complexes – row houses and clustered houses, one can see the way in which the Paštrovići tribe family trees grew and how the families divided (Mitrović, 2014, 66). The functional organization of

houses was such that the houses on the lower level had a cellar used as a warehouse, and on the upper floor, there was a residence accessed by external access - a staircase with prominent terraces (Gregović, 2008a, 28). This is a typical way of building houses among the Paštrovići tribes, and houses with such characteristics belong to the traditional type of *paštrovska kuća* (Paštrovići house), that made the traditional fishing settlement (Figure 4).

The typical elements of Paštrovići traditional houses are: stone walls with small openings, stone stairs, a terrace with an opening in the form of a semicircular arch – *volat* and a gabled roof. The walls of the houses are 50–80 cm thick, have two faces – interior and exterior wall faces, with fine craftsmanship and they are mostly made of hewn stone (Keković et al., 2019, 692–693). The openings on the houses – windows and doors – are of characteristic proportions, small due to limited technical possibilities and framed with chiseled white stone frames, with wooden shutters for sun protection (Rovčanin Premović, 2021, 342). The roofs of the houses are mostly double-pitched, covered with canal tile roofing.

In addition to residential buildings, there are four churches within the settlement. When the settlement was formed, the Paštrovići positioned sacred buildings at the most prominent topographic points on the island. The Paštrovići built the first church in 1464, dedicated to Archdeacon Stefan,



Figure 3: The structure of the settlement of Sveti Stefan before adaptation (left) and after adaptation (right) (Source: Mijović & Kovačević, 1975, 134; Cadastral map of the Budva Municipality (segment from drawing)).



Figure 4: The traditional fishing settlement – Sveti Stefan town-hotel (Source: author, private archive, 2024).

after whom the settlement was named. This church is positioned on a steep sea cliff at the most prominent location on the island.¹¹ Immediately next to the older church of St. Stefan, a new church was built in 1885 dedicated to the procession of the relics of St. Archdeacon Stefan.¹² The third church was built on the southeast side, by the entrance to the town. It is a church dedicated to the Transfiguration of the Lord, dating back to the 17th century (Mijović & Kovačević, 1975, 135). For a period in the second half of the 20th century, this church served as a gallery but has now been restored to its original purpose. From the 15th century until 1959, there was also a church dedicated to the Nativity of the Holy Mother of God, positioned on the northwest cliff of the island (Mitrović, 2014, 64–65). The church retained

this name until 1938 when, during the Kingdom of Yugoslavia, it was dedicated to St. Alexander Nevsky.¹³ The church was demolished under the concrete slabs of the restaurant with a terrace and casino during the first reconstruction and adaptation of the settlement into a town-hotel (Luketić, 1997, 227).¹⁴ During the last reconstruction and adaptation works, the church was discovered at the end of 2008, restored, and put into use.

The layout of the houses, the relationship between open and closed spaces, the ground-floor arrangement, and the interplay of height differences give this settlement a picturesque appearance. All architectural elements: walls with consoles, terraces, staircases, openings, arch elements, and other elements that merge into the network of streets and

11 The church has a single-nave plan with a semicircular apse and is built of rustic stone, with windows only located on the southern wall and on the apse (Vujović, 2009, 188).

12 This church was largely destroyed in the earthquake of 1979 and later restored during the monument restoration process (Mitrović, 2014, 64–65).

13 The Kingdom of Yugoslavia had its summer residence in Miločer, in the immediate vicinity of Sveti Stefan. The royal family used this church for court purposes.

14 During the first reconstruction, the roof and bell tower of the church were demolished, and the church, which was walled up, remained preserved within the newly built eastern part of the peninsula. The walls and floors of this church were largely preserved.



Figure 5: Architectural and urban heritage of Sveti Stefan (Source: Strugar, B. – NLM).

squares through passages and porticoes create a unique whole spontaneously created, harmoniously integrated into the coastal and rocky context, giving the impression that this organic structure of the settlement sprang from the rock (Figure 5). Due to the richness of its urban and architectural heritage, Sveti Stefan has persisted for centuries as a unique settlement on the cliff with a specific structure and traditional architecture.

ADAPTATION AND CONVERSION OF FISHING SETTLEMENT SVETI STEFAN INTO A TOWN-HOTEL

In the 1950s, Sveti Stefan underwent social and spatial-functional transformation. From 1952 to 1954, the resident population left Sveti Stefan. The reconstruction and adaptation of the settlement were carried out in accordance with conservation principles (Vujović, 2009, 201). The first proponents of the idea to transform Sveti Stefan into a town-hotel, which emerged in 1954, were renowned Montenegrin painters Petar Lubarda and Milo Milunović. They proposed that Sveti Stefan become an artistic colony for tourist purposes. This idea was accepted and complemented by the prominent politician of the then Federal People's Republic of Yugoslavia, Edvard Kardelj, in terms of repurposing it for tourism. Kardelj presented this idea to the Government of Yugoslavia, which accepted the proposal to convert this island into a hotel (Gregović, 2008b, 44).

The adaptation of traditional fishermen's houses required the complete preservation of the external contours and facades of the buildings, while the repurposing only applied to the internal functions of the rooms. The exteriors retained the old authentic elements of the fishing settlement, while the interior

of the houses was given a completely different functional purpose. Instead of modest family living spaces, the houses were converted into luxurious tourist apartments. This concept required the organization of a modern restaurant with a kitchen, closed lounges, open terraces, and other auxiliary rooms for hospitality functions. In addition to repurposing houses for living, an open-air pool, three terraces overlooking the sea, and a restaurant were built on the rocky cliff. In the western and northwestern parts of the island, a complex of about ten houses with narrow streets and squares was replaced by a larger public building with a restaurant function in terms of area and volume (Mitrović, 2014, 70–71). During the adaptation and repurposing, around 80 one-bedroom, two-bedroom, and three-bedroom houses, an art gallery, a nightclub, a casino, pools, and terraces were formed (Zonn et al., 2021, 325). Traditional elements in the interiors of the houses were replaced with luxurious furniture and furnishings while retaining certain typical, original motifs. After the conversion of old fishermen's houses into luxury tourist apartments, the town-hotel Sveti Stefan had 119 accommodation units and 226 beds (Duletić, 2010, 157). Sveti Stefan became the first town-hotel on the Adriatic coast of the former Yugoslavia (Figure 6).

In the process of repurposing and adapting the fishing settlement into a town-hotel, the architects engaged in this endeavor did not attempt to build in the existing traditional style. Instead, they infused a spirit of modernism through their concepts and volumes. The reconstruction and adaptation of Sveti Stefan into a town-hotel were carried out by architect Branko Bon, along with co-authors architects Vojislav Đokić and Radmilo Zdravković.¹⁵ Their task

¹⁵ The interior design of the stone houses was done by architects Vladeta Maksimović, Nikola Radanović and Vojislav Đokić (Sveti Stefan grad-hotel, 1963, 42).

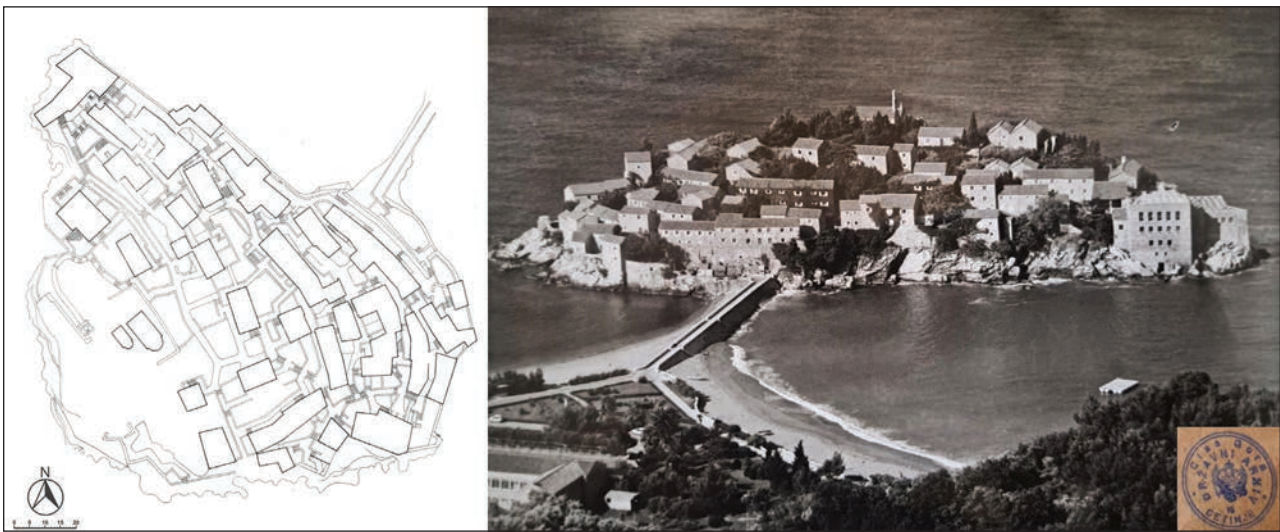


Figure 6: Sveti Stefan after conversion and adaptation into a town-hotel (Source: Sveti Stefan grad-hotel, 1963, 43; SAM-ADB-PD).

was to incorporate new physical structures into the old core of the traditional Paštrovići settlement, emphasizing its fortification form inherited from the late Middle Ages. The designers did not literally apply elements of coastal architecture. Instead, by using geometric forms and large openings, along with the principle of contrast, they interpolated new structures into the old inherited settlement matrix. The introduction of modern tourist purposes led to a complete change in internal functions, adapting them to the new conditions of luxury tourism. The restaurant with a terrace constituted the only major and noticeable intervention by the architects, who avoided more extensive interventions in order to preserve the character of the fishing settlement (Sveti Stefan grad-hotel, 1963, 42–43). Regular geometric forms, simple volumes with pronounced horizontal elements, and large openings applied to new physical structures were skillfully integrated into the inherited buildings and the existing old settlement matrix.

The residential houses converted into tourist apartments had to acquire new internal functions in addition to the basic living spaces to meet the requirements for the new purpose, such as toilets, bathrooms, wardrobes, anterooms, and new internal staircases connecting rooms on different floors (Figure 7).¹⁶ Tourist apartments were conceived and developed with the following amenities: living rooms, bedrooms with bathrooms and wardrobes, anterooms connecting bedrooms with living spaces,

and some rooms with access to terraces covered with pergolas draped in vines. Connections between different levels and floors were facilitated by external stone staircases integrated into the surrounding ground design or by internally designed functional staircases. In addition to accommodation functions, hospitality functions were also envisaged, such as a restaurant, bar, lounge, and banquet hall. A restaurant was designed with a kitchen and office, toilets, a wardrobe for employees, and auxiliary and technical rooms. A closed lounge, banquet hall, bar with a counter and a designated area for music, wardrobe, toilets, and other auxiliary rooms were planned. All newly designed functions introduced during the conversion and adaptation had to comply with high tourism standards to open an exclusive hotel of the highest category.

The town-hotel Sveti Stefan was officially opened on July 13, 1960. This specific avant-garde project for the former Yugoslavia made Sveti Stefan recognizable worldwide. This place became one of the favorite resorts of famous personalities around the world. The then Socialist Federal Republic of Yugoslavia (SFRY) became globally recognized because of Sveti Stefan.¹⁷ This was contributed to by numerous awards and recognitions received by this authentic town-hotel. In 1964, the New York-based *Life magazine* included Sveti Stefan among the world's top ten most exclusive hotels. In 1972, it received the highest international tourism award, the "Golden Apple", from the World Federation of

¹⁶ The functional analysis of the houses on Sveti Stefan following their adaptation and repurposing was conducted by the author based on drawings from the original project (cf. SAM-RFMRC-TD, 1979, Archive folder 139.6).

¹⁷ Federal People's Republic of Yugoslavia was renamed to Socialist Federal Republic of Yugoslavia in 1963.

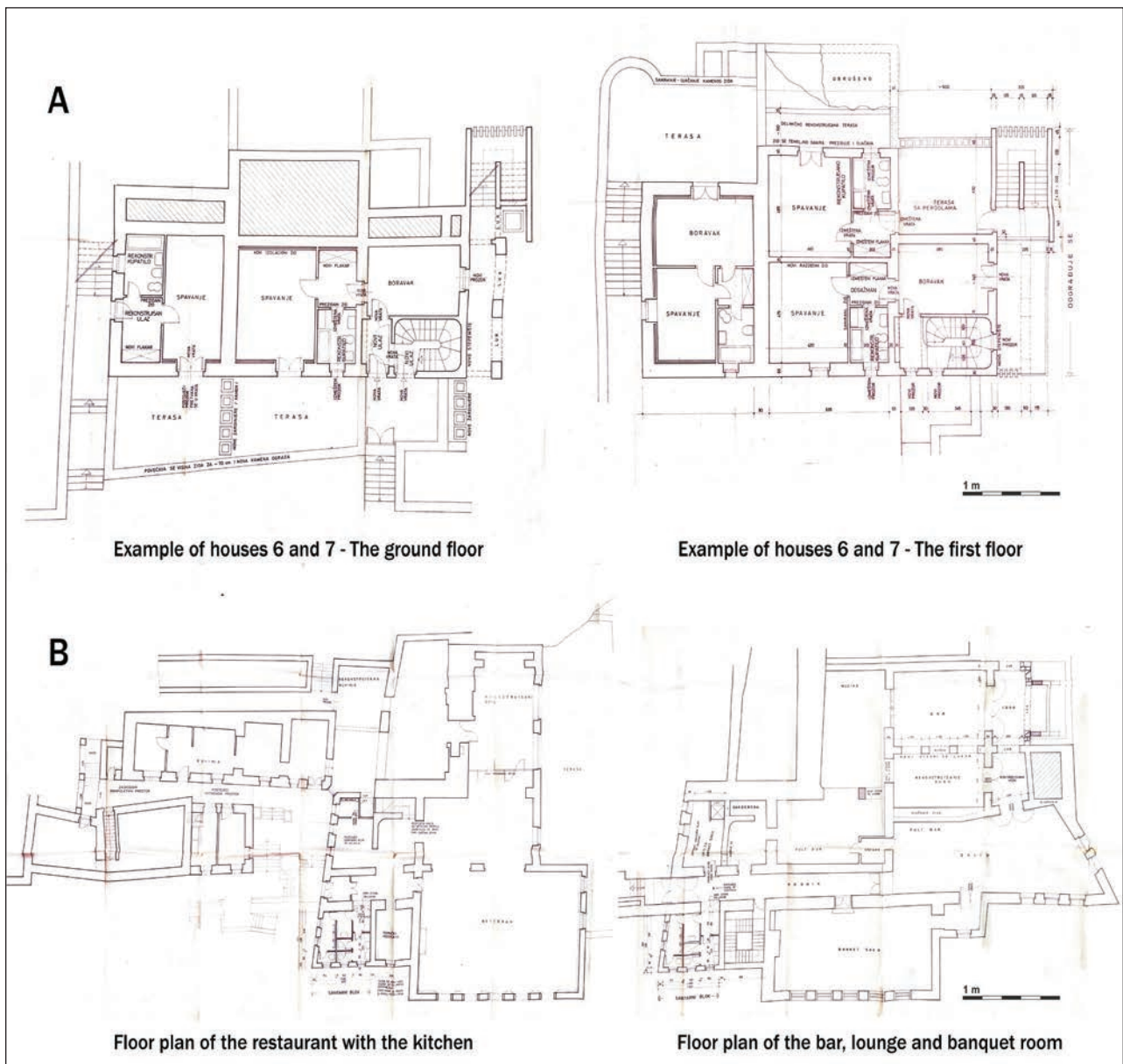


Figure 7: A – The conversion of residential houses into a tourist apartment; B – The new tourist and catering functions (Source: SAM-RFMRCTD, 1979, Archive folder 139.6).

Travel Journalists and Writers (FIJET) in Paris. The greatest state recognition of the SFRY – the “AVNOJ Award” – was given to Sveti Stefan in 1980 (Duletić, 2010, 157). Since the mid-20th century conversion to this day, Sveti Stefan has represented the most authentic spatial-functional entity on the eastern Adriatic coast.

CHALLENGES AND POTENTIALS OF SVETI STEFAN TOWN-HOTEL

The two-decade tourist development of Sveti Stefan was briefly interrupted by the earthquake that struck the Montenegrin coast in 1979.¹⁸ The earthquake caused certain damage to the buildings

¹⁸ Analyzing the Montenegrin spatial context, the year 1979 – when a major earthquake occurred – can be considered a turning point between earlier modernist concepts and newer concepts of tourism functions inspired by regional influences. During this time, a significant number of structures with various purposes were demolished or damaged, completely altering the appearance of the Montenegrin coast (Rovčanin Premović & Karač, 2021, 634).

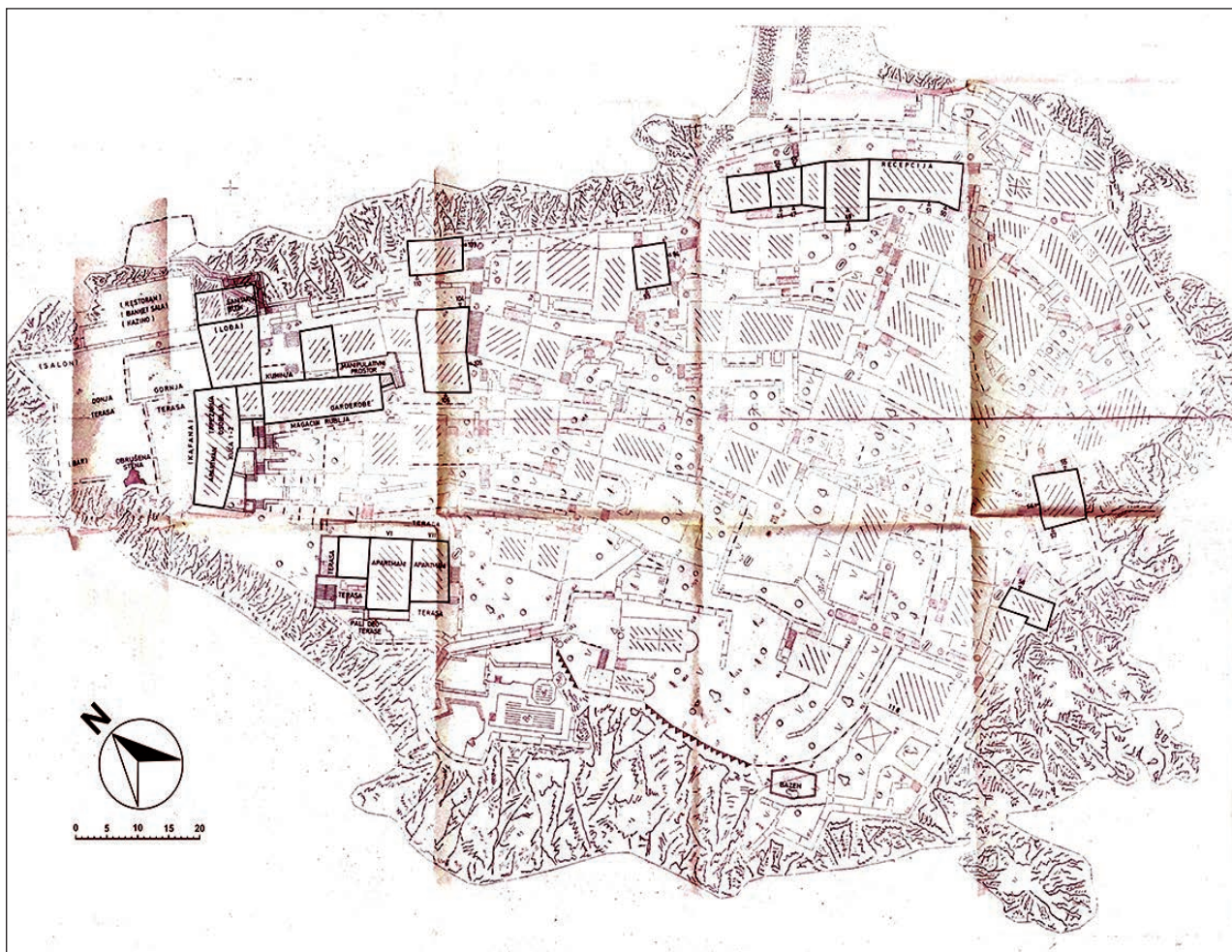


Figure 8: Rehabilitation and reconstruction of Sveti Stefan after the earthquake in 1979 (Source: SAM-RFMRC-TD, 1979, Archive folder 139.6).

in Sveti Stefan. The most significant damages were observed in the religious buildings and the fortifications, while the accommodation and service facilities suffered minor damages. Immediately after the earthquake, a period of reconstruction and repair of the damaged buildings ensued (Figure 8). The repair work mainly focused on the fortifications, religious structures, and public areas. One year after the earthquake, in 1980, a project for the restoration and reconstruction of the damaged part of Sveti Stefan was approved.¹⁹ In 1987, the reconstruction of the completion of the wall on a larger part of the fortifications was carried out (Vujović, 2009, 201).

Until the dissolution of the SFRY, Sveti Stefan successfully navigated changes in the international tourism market.²⁰ In the 1990s, a significant crisis emerged, marked by the complete loss of guests from Western markets, followed by various forms of privatization of tourist facilities along the Montenegrin coast, which also affected Sveti Stefan. In January 2007 Sveti Stefan was leased by a foreign company along with hotels located near *Miločer* and *Kraljičina Plaža*.²¹ The last reconstruction and adaptation were carried out after the lease, and the town-hotel was reopened in 2010 after the completion of the works (Figure 9). The agreement with

19 Following the earthquake and the completion of the repairs, architect Mirko Kovačević documented the existing condition of structure of Sveti Stefan.

20 From 1975 to 1992, the independent hotel of Sveti Stefan became part of the largest tourist enterprise "Montenegroturist", and later Sveti Stefan was part of the Montenegrin enterprise "Budvanska Rivijera" (Mitrović, 2014, 73).

21 The company "Aman Resorts" from Singapore, which owns a chain of elite hotels worldwide, and tenant "Adriatic Properties" leased Sveti Stefan initially for 30 years (From January 2007), and then the contract was extended by an annex to the contract from 2012 for more 12 years (Informacija o statusu privatizacije hotelsko-turističkih preduzeća, 2014, 21–22).



Figure 9: Sveti Stefan town-hotel today – A valuable architectural heritage (Source: author, private archive, 2024).

the foreign lessee stipulated the preservation of the external appearance of the buildings with changes to the interior space. It was planned to reduce the tourist capacity in order to adapt to more luxurious and comfortable apartments. With the latest reconstruction, 50 tourist apartments were formed, with a total capacity of 102 bed places. According to standards, Sveti Stefan is a five-star hotel and is classified as a "Historic Hotel" according to the 2013 categorization (Informacija o statusu privatizacije hotelsko-turističkih preduzeća, 2014, 22).

During this final reconstruction and adaptation, three houses in a row were transformed into one to create more space within the apartments by connecting them through courtyards and terraces. This caused changes in the urban structure of Sveti Stefan. About ten houses that once served as residential buildings and occupied significant positions in the urban matrix of the settlement were repurposed to serve auxiliary secondary functions.²² The restaurant space was modified by converting part of it into apartments, and a pool was added on the western side of the peninsula (Mitrović, 2014, 75). The restaurant and open terrace lost their public function. Throughout these endeavors, the functions and amenities were modernized, and installations were changed. The original appearance of the house facades was preserved, thus maintaining their architectural value.

Although Sveti Stefan was recognized as an exclusive resort, prior to its last adaptation it was accessible to tourists and other visitors, not only to those staying there. Numerous tourist groups were allowed to visit Sveti Stefan during designated times of the day, even though they were not guests of the town-hotel. The beaches and park areas were public and open to everyone, including locals and tourists. Through the use of these public spaces, the local population participated in Sveti Stefan's way of life. Additionally, the local community played a significant role in organizing occasional social events. The most recent privatization brought about radical changes in the management of this site. This can be observed through various situations, such as the use and management of beach resources, the use of paths through park areas in close proximity, access to churches on the peninsula, the use of

parking spaces, and the use of sport courts previously used not only by hotel guests but also by the local population (Đurašević, 2015, 19). These developments have excluded the local population from Sveti Stefan's modern life. A comparative analysis of past and present management approaches to Sveti Stefan reveals certain shortcomings of the current management.²³ With such an approach to tourism management, Sveti Stefan has become a luxury tourist resort isolated in a social and communal sense. The objectives of stakeholders involved in past and present management show differences in the valuation and treatment of Sveti Stefan as a high-category cultural heritage, which should provide broader potential for active use.

In addition to interventions on the buildings within the town-hotel, the past few decades have seen intense construction in the immediate vicinity of Sveti Stefan, in the closest contact zone of the coastal strip. This has significantly degraded the surrounding area and continues to have a tendency to diminish the cultural-historical values of this authentic place. The construction of private buildings and apartments of various categories, coupled with uncontrolled access for mass tourism, threatens the exclusivity of this tourist attraction. The development of the broader area surrounding Sveti Stefan should be strictly controlled, with particular emphasis on sustainable development. Numerous international strategies for protection and sustainable development have been adopted for the Adriatic coast.²⁴ That strategies should have ensured a balance between development interests and conservation objectives in this sensitive coastal area (Čok & Bolčić, 2018, 554). The position and structure of Sveti Stefan in relation to its natural environment represent a centuries-old example of skillful and harmonious integration into the natural context, creating a unique historical urban entity formed on the rock. In this regard, careful control of the contact zones near Sveti Stefan is necessary to preserve its natural and cultural value. Protecting the town-hotel from surrounding construction and preserving its authentic values as a high-category cultural heritage should be paramount, without interventions that could compromise its original condition with controlled active use in the context of sustainable tourism development.

22 New auxiliary secondary functions were such as toilets, laundry rooms, storage rooms, warehouses, and the like.

23 A survey on the advantages and disadvantages of Sveti Stefan as a tourist destination was conducted by the author Đurašević, focusing on the local population. The survey results indicated that the previous domestic company managing Sveti Stefan, "MontenegroTourist", in contrast to the current foreign management, significantly considered the needs of the local population. This was particularly evident in the maintenance of beaches, parks, and other public spaces, as well as in the preservation of traditions through the organization of local events (Đurašević, 2015, 21).

24 These include conventions and strategies for the Adriatic coast and the broader Mediterranean region, under the auspices of various international and national institutions such as the United Nations Environment Programme (UNEP), the Mediterranean Action Plan (MAP), the Mediterranean Strategy for Sustainable Development (MSDD), the Coastal Area Management Programme (CAMP), the Barcelona Convention, and others (Čok & Bolčić, 2018, 554).

THE ROLE OF THE LOCAL COMMUNITY IN THE HERITAGE MANAGEMENT PROCESS

In the process of architectural heritage management, the role of the local community in the area where this heritage is located is of paramount importance. It is crucial for local communities to be involved in heritage management, especially residents or visitors within the heritage boundaries, particularly where the heritage forms a part of or constitutes the entire city (Evans, 2002). The future preservation of architectural heritage areas is questionable if local communities do not participate in the management process. One solution could be establishing *participatory policy generators* as appropriate mechanisms for testing at cultural heritage sites (Hackenberg, 2002). An acceptable approach to using architectural heritage is sustainability, which focuses on reuse (Brooker & Stone, 2018). Two significant issues for sustainable tourism related to heritage are sustainable tourism management and the impact of tourism on the local community. Three aspects of sustainable development are highlighted for sustainable tourism management: ecological, economic, and social. Environmental issues pertain to the natural and built environment, while economic aspects relate to community conditions and investor management (Pongsermpol & Upala, 2017, 450). Cultural-historical and socio-economic values are essential for sustainable cultural tourism. Protected architectural buildings that lack an active role in the local community and are separated and isolated from it have not fully served their function as protected cultural assets (Šmit et al., 2015, 608). Therefore, enhancing the connection and establishing a mutually beneficial relationship between inherited architecture and tourism development is crucial.

Some researchers of this issue believe that the lease of Sveti Stefan by a globally renowned hotel chain has diminished the value of the image of this exclusive resort. Such an endeavor has resulted in the loss of brand-directed value, a unique hallmark that made Montenegro globally famous (Đurašević, 2015, 19). The current situation at Sveti Stefan indicates that the relationship between the current lessee and the local population has not been established; instead, these two sides are in a challenging relationship. Sveti Stefan was conceived as a place for exclusive tourism, yet it currently remains inaccessible to the local population, which has the right to coexist with the tradition and culture it represents. To become a complete and fully acceptable site of valuable architectural heritage, Sveti Stefan should offer certain social amenities and programs accessible to the local population. During the transformation process from a late-medieval fishing

settlement to a town-hotel, due to the specificity of the architectural heritage, buildings adapted to new tourist functions within certain limits of authenticity and recognizability. Despite introducing the most luxurious and state-of-the-art equipment into existing structures at Sveti Stefan, they could not fully accommodate the requirements and standards of contemporary high-ranking hotels. However, unlike the evident spatial constraints, such hotels still offer a unique experience enriched with culture and tradition, which, besides tourists, locals and other visitors are entitled to. Hence, finding and defining suitable contents and adaptive temporary and flexible functions, which can be of broader social significance, are of paramount importance. These could include programs with a public function, possibly related to tourism, such as organizing traditional seaside festivals, appropriate social gatherings, and the like. Factors initiating social activities, which also support sustainable tourism development, while respecting the cultural-historical characteristics of heritage and the authenticity of the natural and cultural landscape, can be analyzed. In addition to its primary purpose as an exclusive tourist destination, Sveti Stefan could acquire a temporary off-season public function, such as a museum or gallery, hosting art exhibitions, book promotions, and other social events. One of the original ideas for converting Sveti Stefan into an art gallery, conceived half a century ago, could be reactivated and implemented in a contemporary social context. The restaurant space and spacious terrace, along with several surrounding buildings, churches, and smaller open spaces – squares, could serve to establish a flexible public function, such as an open-closed art gallery and space for social gatherings. Thus, during the off-season months, the town-hotel could gain a new temporary function as a town-museum. Such intervention would bring cultural significance to the local population and the city of Budva, while enriching Sveti Stefan's attractive tourist offer culturally, providing occasional opportunities for a unique experience to other users. It should be noted that one of the primary and main factors for a destination to be competitive on the tourist map is for tourism development to be accepted and supported by the local population. In contemporary processes of transition and globalization, preserving local identity is of great importance, and the engagement of the local population in managing and utilizing architectural heritage undoubtedly plays a crucial role. The attractiveness, uniqueness, and special tourist experience of a place possessing authentic cultural-historical values, such as Sveti Stefan, can create an advantage over the competitiveness offered by alternative destinations solely focused on tourism development aspects.

POSSIBLE FUTURE SCENARIOS AND SUSTAINABLE MODEL OF SVETI STEFAN

The architectural heritage represented by the cultural heritage of high category, such as the Sveti Stefan town-hotel, should preserve authenticity and recognizability despite numerous challenges posed by contemporary spatial and socio-economic transformations. Sveti Stefan is a place rich in numerous values. The evaluation of the Sveti Stefan town-hotel as a historical complex with its current tourist purpose can be based on the following criteria which constitute the basis for preserving authenticity: preservation of recognizability, physical protection of the town-hotel and its surrounding adjacent area, tourist promotion, social accessibility and presentation, economic justification, and overall sustainability. These evaluation criteria have led to the recognition of the following values of the Sveti Stefan town-hotel:

- Natural and ecological value: The rocky peninsula near the coast, the Mediterranean landscape, sandy-pebble beaches with access to the town-hotel.
- Cultural-historical value (ambient and symbolic value): late-medieval fortified fishing settlement, cultural heritage of the Paštrovići tribe, cultural heritage of a high category.
- Architectural-urbanistic value (spatial, aesthetic, and perceptual value): organic settlement matrix on the sea cliff, entity with an authentic complex of houses, traditional architecture of the local Paštrovići area.
- Tourist value: Luxury hotel facilities of the highest category.
- Potential social value (value of open and public functions): potential for future use including social-public, cultural, and artistic value, formation of spaces for social life – museum, art gallery, open gallery and stage, organization of meeting and relaxation places, organization of festivals.
- Economic value: financial justification and sustainability.

The natural value of the Sveti Stefan town-hotel comprises the characteristic Mediterranean landscape and sandy-pebble beaches. This value is evident through a harmonious relationship with the surrounding context - natural landscape, rocky terrain morphology, and proximity to the coast and sea. Through the preservation of natural and ecological Mediterranean values of this place, the purpose is to preserve the environment of wider area. The cultural-historical value of Sveti Stefan is reflected in the preservation of the original

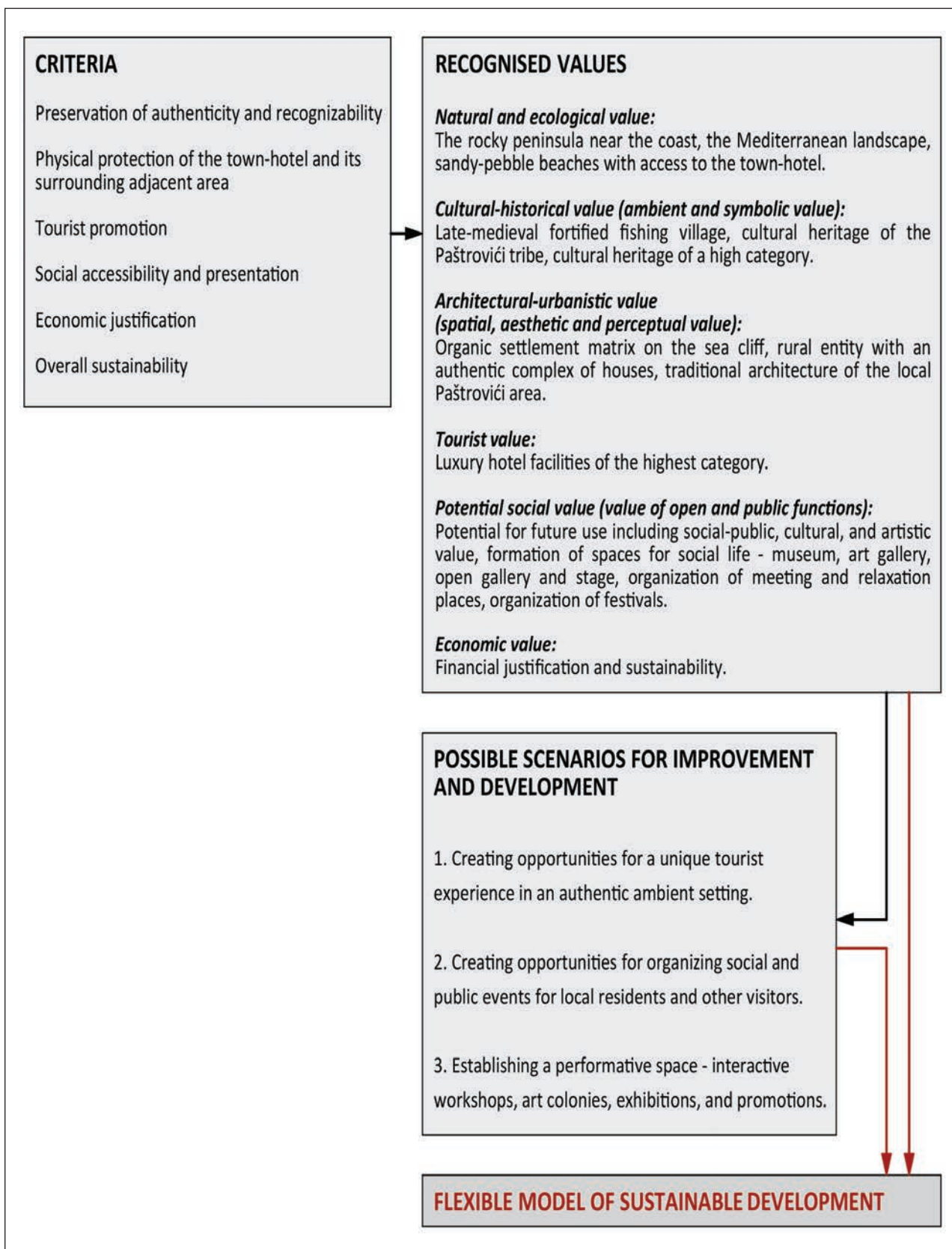
authentic structure of the late-medieval fishing settlement, which today represents the cultural heritage of a high category. Here, the ambient value of the traditional historical complex and the symbolic value of the place are highlighted, associatively reminding us of significant past events that took place here. Significant evaluation criteria are based on the analysis of the state and preservation through time, as well as the overall condition in today's circumstances. The architectural-urbanistic value shows the authenticity of the spatial organization of the settlement and the spontaneously formed organic structures, indicating the specificity of Mediterranean local architecture – folk architecture from the Paštrovići area. This value demonstrates the qualities of the functional organization of houses, organization of house clusters, and the application of materialization in the given spatial and social context.

Introducing a tourist program solution into architectural heritage sites presents a particular challenge because tourist facilities are characterized by an extremely complex level of equipment in terms of functions and amenities. From such limited spatial possibilities of historical buildings, the ability to organize diverse high-category tourist activities within old traditional houses becomes even more important. The tourist value of the Sveti Stefan town-hotel has been proven over the past decades, during which this luxury tourist complex has functioned as the highest category hotel and the most luxurious resort on the Montenegrin coast. Numerous tourism-related awards and recognitions attest to this. In addition to its tourist value, social value is recognized, demonstrating the capacity for future use of Sveti Stefan for social and public purposes. Here, it is important to emphasize the activation of potential for cultural and artistic value, such as creating space of broader social significance, organizing temporary museums and art galleries within buildings, or open galleries and stages in open squares. All these development potentials need to be in line with the economic component, which implies the financial justification and sustainability of such a system.

In addition to the recognized values that define the unique identity and established evaluation criteria, through a thorough analysis of past, present, and future states, possible scenarios for improvement and development of Sveti Stefan can be highlighted:

1. Creating opportunities for a unique tourist experience in an authentic ambient setting.
2. Creating opportunities for organizing social and public events for local residents and other visitors.

Table 1: Methodology approach used in this research (Source: author, 2024).



3. Establishing a performative space – interactive workshops, art colonies, exhibitions, and promotions.

These scenarios for improving the Sveti Stefan town-hotel can present a comprehensive picture of development based on the tourist offer of the place, enriched with social performative offerings that should be supported by the local population. Through the activation of these development segments, such scenarios demonstrate great sustainability potential.

There are certain opposing views regarding the establishment of possible models and scenarios for the future sustainable development of Sveti Stefan that would meet high tourist demands, as well as the needs and demands of the local population. On the one hand, the social and cultural activation of Sveti Stefan would contribute to additional value in terms of creating a specific experience and interactive experience within the settlement itself. On the other hand, the exclusive tourist offer offered by Sveti Stefan requires strict privacy, the isolation of tourists from the local population, and control of entry onto the peninsula. This challenge could be addressed by implementing a universal flexible development model with a tourist purpose during the summer season and a social-cultural purpose in the low season. A new public function at Sveti Stefan during the off-season would not jeopardize the functioning of tourist activities but would enrich the overall offering of this place, thus avoiding the closing of the town-hotel, which causes dissatisfaction among the local population. Therefore, Sveti Stefan could gain year-round activation, becoming not only a seasonal town-hotel but also a town-museum or a town of social events. The sustainable development model of Sveti Stefan can be established as a result of all conducted evaluation methods and potential scenarios (Table 1). It involves defining authenticity and recognizability, as well as the heritage identity in the regional and broader spatial context. The sustainable development model of Sveti Stefan can be implemented through a clear ecological identity, cultural-historical identity, tourist identity, and social identity. In order to establish a comprehensive, *flexible model of sustainable development* for the town-hotel Sveti Stefan, the aspiration is mutual connection and synthesis of environmental, cultural, social, and economic aspects of sustainable development. By applying such a *flexible model of sustainable development*, the town-hotel Sveti Stefan would maintain its status as the most exclusive tourist destination on the Montenegrin part of the Adriatic while also providing occasional access to the local population in terms of participation in cultural events and social life.

CONCLUSION

The transformation of Sveti Stefan as a late-medieval fishing settlement into a luxury hotel complex demonstrated an innovative approach to reactivating architectural heritage, which was not common practice on the Adriatic coast in the mid-20th century. Therefore, it can be considered an avant-garde approach for the social and temporal circumstances of that time. The cultural-historical value and tourist significance of Sveti Stefan have been recognized and proven not only regionally but also globally. For seven decades, the town-hotel Sveti Stefan has held the status of an exclusive resort and an authentic tourist destination, representing a recognizable tourism brand for Montenegro and former Yugoslavia worldwide. However, the recent lease of Sveti Stefan by a globally renowned hotel chain has raised questions about its previous image and sustainability. The relationship between the local population and the lessee indicates challenges regarding the future direction of development for the town-hotel Sveti Stefan. This research has identified potential for possible sustainable development of this unique town-hotel, primarily for tourism purposes, but also for introducing additional or new functions that could be beneficial also for the local population. The future of preserving Sveti Stefan as an area of valuable cultural-historical heritage must be supported by the local community to maintain its function as a protected cultural asset. In addition to its primary purpose as an exclusive tourist destination, Sveti Stefan could acquire a temporary off-season social and public function, becoming a place for occasional gatherings of the local population and hosting social events. This would enrich the tourist offer of Sveti Stefan in a cultural sense while simultaneously bringing social and cultural significance to the local community. The results of all analyses conducted in this study provided a foundation for defining criteria for assessing the value of Sveti Stefan as a site of exceptional cultural heritage. This has further enabled a comprehensive examination of transformation scenarios and the establishment of possible development and enhancement scenarios for Sveti Stefan. The significance and advantage of this specifically defined methodological approach have resulted in the establishment of a *flexible model for the sustainable development* of Sveti Stefan. This model should be based on the ecological, cultural, social and economic segments of sustainable development. Such a unique, sustainable model that shows the relationship between luxury tourism offerings and the needs of the local population, would primarily

serve tourism purposes during the summer season, with secondary social-cultural purposes during the winter months, outside the tourist season. This could be a compromise solution that addresses current challenges and influences the reactivation of Sveti Stefan into contemporary tourism functions. By applying such a flexible model of sustainable development, the town-hotel Sveti Stefan would maintain its status as the most exclusive tourist destination on the Montenegrin part of the Adriatic while also providing occasional access

to the local population in terms of participation in cultural and social events. Only a synergistic and mutually positive relationship between tourism development and the social impact of the local community can yield high-quality results in the long run. Such a collaborative approach to managing valuable architectural heritage would contribute to its sustainable development and active use in the future, while also reaffirming and enriching the cultural-historical and tourist identity of the town-hotel Sveti Stefan.

SPREMEMBA NAMEMBNOСТИ ARHITEKTURNE DEDIŠČINE IN TRAJNOSTNI RAZVOJ TURIZMA: EDINSTVENI MODEL MESTA-HOTELA SVETI STEFAN OB UPOŠTEVANJU SCENARIJA TRANSFORMACIJE

Gordana ROVČANIN PREMOVIĆ,

Univerza v Črni gori, Fakulteta za arhitekturo, Džordža Vašingtona bb, 81000 Podgorica, Črna gora
e-mail: gordanar@ucg.ac.me

POVZETEK

Članek obravnava pristen pristop k ponovni oživitvi dragocene gradbene dediščine s spremembo namembnosti in adaptacijo poznosrednjeveškega ribiškega naselja v mesto-hotel Sveti Stefan. Ta edinstveni primer mesta-hotela na obali Jadranskega morja že sedem desetletij predstavlja paradnega konja turizma in širi prepoznavnost Črne gore v svetu. Sveti Stefan je poln dragocene kulturnozgodovinske in urbanistično-arhitekturne dediščine. Zaradi tega so ga že davnega leta 1949 razglasili za kulturni spomenik, kot mesto-hotel pa so Sveti Stefan uradno odprli leta 1960. V prispevku je obravnavan proces spremembe namembnosti stanovanjskega naselja v razkošne turistične apartmaje, način njihove uporabe skozi čas, a tudi izzive, ki čakajo Sveti Stefan danes, pri čemer analiziramo odnos med sodobnim razvojem turizma in vlogo lokalne skupnosti. Izidi opravljenih analiz predstavljajo osnovo za opredelitev kriterijev za oceno pomena tega kraja, ki predstavlja pomembno kulturno dediščino Črne gore. Gre za ohranjanje pristnosti in prepoznavnosti, fizično zaščito mesta-hotela in okoliškega območja stika, promocijo turizma, družbeno dostopnost in predstavitev, ekonomsko upravičenost in celovito trajnost. Opredelitev kriterijev je omogočila popoln pregled nad scenarijem napredovanja in razvoja Svetega Stefana. Prišli smo do treh osnovnih in mogočih scenarijev za napredek in razvoj Svetega Stefana. Lahko bi ustvarili možnost edinstvenega turističnega doživetja in izkustva v pristni prostorski celoti ali možnost organiziranja družbenih in javnih dogodkov za lokalno prebivalstvo in druge obiskovalce in oblikovanja performativnega prostora. Uporabljene metode raziskovanja kažejo na izvirnost metodološkega pristopa, katerega končni cilj je bil vzpostavitev posebnega prožnega modela trajnostnega razvoja, z namenom zagotavljanja aktivne in kontinuirane uporabe arhitekturne dediščine.

Ključne besede: Sveti Stefan, mesto-hotel, ponovna uporaba arhitekturne dediščine, trajnostni razvoj turizma, transformacija

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