

Exploring the Role of Community Tourism in Sustainable Destination Development – the Case of Římov

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Abstract: Growing concerns in the tourism industry have brought community tourism to the forefront as a potential solution. Community tourism emerges as one of the possibilities for mitigation of tourism's negative externalities: mitigation of poverty by creating local jobs and income, cultural degradation by enabling communities to preserve and showcase local traditions, environmental damage by placing residents as stewards of their environment, and the economic imbalance of mass tourism by ensuring benefits stay within the community. This approach offers a framework for local communities to take ownership and control of their tourism development. By empowering residents, community-based tourism seeks to ensure that the benefits of tourism remain within the local area. This study includes a preliminary analysis of a small-town community tourism potential based on three semi-structured interviews with community leaders in Římov, followed by a review of existing literature on community tourism to establish a foundation for future research.

Keywords: tourism, community, sustainability, development

JEL Classification: Z32, Z38, R11, L83

1 Introduction

A fundamental shift toward sustainable practices is reshaping tourism. Community-based approaches (CT) are increasingly crucial against overtourism, making bottom-up implementation a pertinent development question for destinations like Římov where tourism is set to rise. This article explores CT potential in the small Czech municipality by employing preliminary exploratory research: qualitative interviews with three local representatives established key themes, which guided a tailored literature review. This process aims to identify critical success factors (CSFs) for future research to assess conceptual foundations and practical feasibility for sustainable, community-driven tourism.

The term Community Tourism (CT) represents a paradigm shift from traditional top-down development toward participatory, locally-driven models. Historically centralised by Murphy (1988), CT initiatives recognise that the tourism product depends on the goodwill and cooperation of host communities. Academic discourse is rooted in equitable, sustainable local development, requiring meaningful local participation where positive community change affects tourism (Dogra et al., 2022). CT is generally recognised for its potential to support local empowerment, build capacity, and improve livelihoods (Butler, 2017; Khan et al., 2020). Despite this, the research body remains fragmented, marked by conceptual ambiguities and political tensions that complicate measurement and success (Giampiccoli & Mtapuri, 2012).

Římov is a small municipality in the south of Bohemia with ca. 3000 resident inhabitants. It is governed by a local municipality and offers a kindergarten and a primary school, two grocery shops, a cultural and tourist information centre, and a restaurant. The tourism in the area is primarily pilgrimage-adjacent, with the main attractions of the recently renovated Passion route, local church with ambits, and local religious cultural works (O obci, 2012). The destination offers scattered and often informal hospitality services, and a handful of community and cultural events per year, mainly adhering to Christian customs and traditions. After the Covid pandemic, the local community was generally unproblematic (as it does not display the externalities of an excluded location-based community) but fragmented. In 2023, a community advisor Ms. Černická from the Via foundation initiated her collaboration with the town. She employed the ABCD method (McKnight & Russell, 2018), where through a series of listening conversations with local prominent personas she assisted in uncovering the local leaders, strengthening community connections and allowing people to explore common interests (Lucie Černická, 2023). As a result of her advisory, the community worker position has been established, whose wages are uniquely financed

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by the municipality.ⁱ The ABCD process has seen such success in community cohesiveness that the town and its community is currently being studied by multiple researches and foundations in the field of community work and involvement as one of the most successful case studies.ⁱⁱ At the moment multiple different subject in the destination are in the planning stages of projects that have the potential to develop local tourism and increase the visitor numbers. Considering the community development, both the municipality and the community worker have an interest in developing tourism sustainably, with community tourism principles incorporated, which is where our input begins.

2 Method

This paper examines the conceptual foundations of CT and asks what key themes are essential for assessing the practical feasibility of CT principles in Římov on the basis of initial insights from community leaders and a focused literature review.

The main research question is following: *What is the preliminary potential for sustainable, community-driven tourism development in the municipality of Římov, and what critical success factors are identified through initial local perspectives and a tailored literature review?*

Our work uses a mixed-methods approach, combining preliminary exploratory research to investigate CT potential in Římov with a focused literature review. The initial phase involved three in-depth, semi-structured interviews with prominent local figures. We replaced the traditional linear research model with an iterative, flexible approach. The interviews served as exploration, refining the research agenda before the main data collection phase. Insights guide the literature review, ensuring a tailored document that directly prepares for subsequent research. This approach, like those recommended by Chiappa et al. (2020) and Kuilis-Bosimin and Chan (2020), first uses qualitative research to gain initial insight.

Interviews were conducted in person in October 2025, audio-recorded, transcribed, and analysed qualitatively. Subjects were Father Zentner (pastor), Iva Černá (LAG Pomalší manager), and Pavla Tichá (Římov community coordinator/gallery curator). The guide covered perceptions of the local community, the current state of tourism, associations with 'community tourism', and views on CT implementation potential. The analysis followed a thematic analysis approach, specifically using a mixed deductive and inductive coding strategy to address the core research questions directly and allow for the discovery of unexpected insights. An apriori codes list was generated directly from the main conceptual framework. These were applied to the data first to ensure that all passages related to the study's focus areas were systematically identified and tagged. Following the deductive pass, the data was subjected to an open coding process. Any text segment not adequately captured by the apriori codes, or one offering a new perspective or concept, was assigned a new, emergent code. The final set of codes were grouped into larger categories and overarching themes and a subsequent analysis focused on identifying patterns of consensus, divergence, and correlation across them.

Following this, the literature review will be conducted to present findings relevant to the community's context, identifying key themes, consensus points, and CSFs for assessing CT implementation potential.

3 Results

3.1 Exploratory interviews

The interview with Father Zentner was the first to be conducted. He is a well-regarded figure in the community and has vast knowledge about the nature of local community, as well as about the nature and habits of visiting tourists as they visit the Passion Route in Římov and usually end their pilgrimage in the local, recently renovated church. In the interview, the local community in Římov is characterised as highly diverse, containing open, closed, and eccentric individuals. A defining feature is a strong sense of conservatism and adherence to tradition, which Father Zentner notes is unique compared to other municipalities. While this trait helps to preserve what is good, it can also impede change or development. Father Zentner doesn't observe active sabotage of community initiatives but rather a simple lack of interest from some residents. Personally, he prefers to maintain a degree of professional distance in his interactions, which he associates with a feeling of freedom. When it comes to tourism, Římov primarily attracts a specific type of visitor who seeks out the location, rather than mass tourism (unlike nearby Český Krumlov). Visitors are often pilgrims, devout worshippers, or cultural enthusiasts drawn to the Passion Route and the church's unique services, specifically the older rite mass (partially in Latin). The main experience sought is peace, quiet, and contemplation. Father Zentner is willing to engage with visitors who actively seek contact but insists on respecting the boundary of those who come purely for silence and do not wish to be disturbed, treating the church as a sacred space for quiet reflection. The concept of CT was initially unfamiliar to Father Zentner. Upon being briefed on its definition—focusing on local experience sharing and ensuring economic benefits remain with the community—he acknowledged that the prospect of financial reward would likely increase local engagement and effectiveness. A concrete example of this model already in planning is the renovation of the local rectory into a "Pilgrim's

House." This initiative directly aligns with CT principles by having a local institution provide much-needed accommodation services to its specific niche market.

A second interview was conducted with Ms. Černá, an employee of the LAG (Local Action Group) Pomalší based in Římov. In the interview, the local community in Římov is described as open and highly willing to invest time and resources in communal activities, a characteristic noted as being more pronounced here than in other municipalities. This cohesive environment is actively supported by key local institutions, including the school, a gallery, and the cultural commission, as well as the municipality, which is very supportive of resident-led initiatives. While the community is open to outside participation, as it consists of several partially "competing cells," it currently does not actively run campaigns to invite non-residents to join their activities. Current visitation in Římov is often highly purposeful. Visitors, particularly those using the Passion Route typically arrive for a specific artistic or religious experience, knowing exactly where they are headed. While Ms. Černá noted limited direct interaction with tourists, it is observed that tourists are first welcomed by staff at the local community information centre with coffee. A key physical asset is the unique and inviting town square, which is regularly decorated through community initiatives, creating a "living room" atmosphere that enhances the visitor experience alongside existing features like the local pub, the school, and the gallery. Ms. Černá associates the term 'community tourism' with the idea that the local population, or specific parts of it, create and define the attractions they wish to share. Crucially, this model includes the community's right to self-define the boundaries of tourism—determining the desired volume of visitors, the intensity of activities, and what constitutes their private space. This self-definition is vital for sustainable implementation, especially given the challenges of limited, scattered accommodation capacity and the risk of local resentment toward tourists. A promising development is the planned renovation of the rectory to offer lodging and a community space.

The third interview was conducted with Ms. MgA. Tichá, who manages the local gallery and information centre in Římov and simultaneously acts as a local community worker and coordinator appointed and financed by the municipality, a concept ultimately unique to Římov. Ms. Tichá marks that the local community in Římov is evolving, having transitioned from perceived disparate "sectors" (parish, municipal) into a single, broader, and increasingly interconnected community over the past eighteen months (since she has been appointed as a community coordinator). This positive shift was catalysed by opening up physical spaces like the gallery without overly formal organisation, which prompted residents to spontaneously bring forth their own ideas and initiatives. This open, sharing environment is contrasted with a segment of "old settlers" who are closed, non-sharing, and adhere rigidly to tradition—a group humorously described as the "South Bohemian sourdough starter". Ms. Tichá's motivation for community work stems from cultivating genuine relationships, engaging in creative collaboration, and finding a sense of charitable purpose, rather than seeking personal credit. Římov's tourist visitor base is highly specific and segmented. The main groups are pilgrims, who are typically slow-paced, deeply contemplative, and seek meaningful engagement with the site's spiritual atmosphere and the Passion Route. In contrast, tourists are often driven by external factors such as marketing, social media, or simply seeking mementos like postcards and stamps (referred to as stamp collectors). Key attractions include the main pilgrimage complex, the unique sense of "tranquillity", and smaller cultural sites like the Model Train Museum. Local engagement with visitors is managed by Ms. Tichá with a focus on distinguishing between the deep spiritual interest of the pilgrims and the more superficial interests of the casual tourist. Successful implementation of community tourism faces obstacles, notably a severe lack of basic infrastructure (access to toilets is described as a "catastrophe") and limited water access for visitors. Accommodation is currently scattered across a few small guesthouses and a dilapidated summer campground. The concept of 'community tourism' is welcomed by Ms. Tichá to expand the local awareness of the community's own hidden resources and businesses—such as local bakers, flower businesses or hidden guesthouses—ensuring the economic benefit of any tourism is distributed internally. However, she warns that this very "tourism buzz" is the greatest risk, as it can cause frustration, noise complaints, or neighbourly envy among local business owners.

The interview analysis uncovered several topics that would need further exploration for the purposes of effective planning and management of potential CT in Římov. Sustainable implementation relies heavily on local stakeholders' ability to self-define its boundaries—the crucial factor for preventing resentment towards "outsiders." The successful CT model must use a managed interaction approach, catering separately to the core audience of pilgrims/worshippers (respecting the atmosphere of peace and reflection) and cultural tourists. This approach utilises existing strengths, specifically authenticity and strong institutional support (school, gallery, municipality). Local cooperation also seems to depend on clearly articulating the economic return, as financial motivation is key to resident participation.

Immediate attention is required for both infrastructural and social challenges. Deficits in basic infrastructure, like public toilets and water access, must be addressed promptly as they undermine the visitor experience. Addressing the accommodation gap is paramount; the rectory renovation into a "Pilgrim's House" is the most aligned lodging project.

Social strategies must mitigate local envy and competition from business successes and manage the disruptive tourism "buzz" through spatial and activity planning. Finally, focusing on the internal market—making locals aware of their own hidden resources—will internally increase service supply and ensure economic benefits are shared, preventing burnout or unfair perceptions among active members.

The subsequent literature review must focus on CT models intersecting with pilgrimage and spiritual tourism, specifically maintaining core values while pursuing economic goals. Key themes must include strategies for capacity control and boundary definition, the critical role of local governance, and mechanisms for equitable distribution of financial benefits to drive participation and mitigate social friction. The review is required to identify CSFs related to sustainable CT at heritage sites, specifically focusing on infrastructure development and internal resource mobilisation to secure Řimov's self-defined, long-term viability.

3.2 Literature review

The most frequently studied themes in the CT literature highlight the human and organisational dimensions of tourism, specifically focusing on how local communities interact with and are affected by the industry.

The body of literature (N=102 articles) demonstrates a growing field centred on five complementary themes. The most frequent areas of investigation pertain to the political dimensions of participation and governance (19 articles), the psychological mechanisms driving resident support (16 articles), the measurable outcomes related to sustainability and economic viability (26), the conceptualization and critique of CT models (12); and contextual and niche CT applications (53 with common considerable overlap with other themes).

The academic study of CT features several recurring subthemes. Economic focus areas include poverty alleviation, reducing economic leakage, determining CSFs, and examining sustainability indicators (social, economic, environmental), resilience, and profitability (e.g. Ndivo & Cantoni, 2016; Choi & Sirakaya, 2006; Aquino et al., 2018; Lee & Jan, 2019; and Giampiccoli et al., 2020). Organisational and social research concentrates on community involvement, effective planning models and management structures, governance constraints, the role of social capital, and complexities in power relations and leadership behaviours (e.g. Tosun, 2006; Chen et al., 2017; Sutawa, 2012; Kannapa Pongponrat, 2012; Marsuki et al., 2025; and Ntow-Gyan et al., 2025). Psychological impacts are explored through themes like Quality of Life, emotions, perceived impacts, emotional solidarity, and prosocial/proenvironmental behaviours (Jordan et al., 2019; Moghavvemi et al., 2017; Kim et al., 2013). Theoretical work involves defining, critical analysis of CT failings, and the conception of theoretical models (e.g. Jamal & Dredge, 2014; Zielinski et al., 2020; and Amerta, 2017). Finally, contextual studies cover diverse applications such as rural/agricultural synergy, indigenous tourism, cultural heritage awareness, the role of technology, and post-disaster recovery (e.g. Shrestha et al., 2025); Gascón & Cañada, 2025; and Nuanmeesri, 2022).

The literature employs a diverse array of scientific methods, ranging from conceptual critiques and bibliometric analyses to rigorous quantitative modelling and localised qualitative case studies.

Recent research

The examination of articles published from 2023 onward (N=21) indicates a distinct progression towards highly specialised behavioural modelling, a pivotal decolonial perspective, and an escalating emphasis on institutional resilience. Between 2017 and 2023, mainly research on Community-Based Rural Tourism grew significantly. This shows that the sub-field is growing up and increasingly relevant (Cordova-Buiza et al., 2025). The analysis of recent scholarly works reveals that CT scholarship has began transitioning from descriptive case studies and conceptual debates to complex empirical testing of interconnected social and psychological mechanisms. The core definition of success in academic literature is shifting significantly from focusing narrowly on purely economic benefits to prioritising the measurement of socio-psychological well-being, Quality of Life, and deep-seated local identity (Guan et al., 2025; Ramkissoon et al., 2025). The persistent failure of CT initiatives has notably been regarded as a governance failure, rooted less in a flaw in the conceptual model and more in chronic poor management of internal power dynamics (Reed, 1997) and currently is increasingly the inability to overcome external institutional and structural obstacles (Marsuki et al., 2025). The obviously significant trend in most current research indicates a decisive movement toward regenerative goals and a demand for decolonial methodologies. This trajectory necessitates research that integrates native voices, confronts systemic inequalities (gender, socioeconomic), and aims for active restoration of social, cultural, and environmental riches, rather than merely sustaining the status quo (Shrestha et al., 2025; Hernández-González & Espeso-Molinero, 2025; Tariq, 2025).

Site-specific points for literature review

The theoretical viability of community-centric planning frequently relies on the presumption that the community unit is cohesive and homogeneous. Analyses show this construct is fundamentally flawed due to heterogeneity and preexisting power dynamics (Dredge & Jamal, 2014). Scholarly critiques assert that CT literature often fails by viewing the host community as a single entity and ignoring basic structural limitations that obstruct local control (Blackstock, 2005). Spiritual and pilgrimage sites are specialised heritage forms whose resource (sacred integrity) is non-renewable and highly vulnerable to damage from poorly planned tourism (Kamamba, 2003). Successful management via a CT framework relies on recognising that the primary value is cultural significance and spiritual authenticity, not commercial attraction (Kamamba, 2003). Local culture is a vital resource for development, not merely an attraction (Giampiccoli & Kalis, 2012). Models like the *Guthi* mechanism in Nepal show how traditional institutions can reinforce cultural identity outside of purely commercial interests (Shrestha et al., 2025). Management structures must be empowered to halt any development that threatens the site's sacral integrity (Kamamba, 2003).

Maintaining core community values while ensuring economic benefits is a major challenge with the risk of commodification (Lee & Jan, 2019; Andereck et al., 2005). The balance requires integrating environmental, social, and economic sustainability (Dogra et al., 2022) through a holistic capital accounting framework that measures trade-offs across six sustainability dimensions (Stone & Nyaupane, 2018). Genuine, empowered participation is the primary mechanism for safeguarding values against commercial pressures, as the direction of change in community capitals (accumulation vs. depletion) is determined by the nature of participation (Stone & Nyaupane, 2018). Furthermore, the poverty alleviation potential is routinely undermined by economic leakages and weak engagement, leading to elite capture (Ndivo & Cantoni, 2016). A social justice strategy with redistributive goals is essential to ensure commitment and defend cultural values (Saayman & Giampiccoli, n.d.).

The need for capacity control is paramount, as exceeding capacity leads to common problems like crowding and increased social issues (Andereck et al., 2005; Lee & Jan, 2019). For sustainable CT, capacity must be viewed dynamically, encompassing the socio-political and psychological dimensions of the community, as impacts are linked to resident stress and Quality of Life (Jordan, Spencer, & Prayag, 2019). Capacity is not static but evolves with the destination's maturity (TALC), meaning perceptions of sustainability vary significantly across developmental stages (Lee & Jan, 2019). Effective planning necessitates defining boundaries and integrating concepts of scale, change, and resilience to manage shocks (Lew, 2014; Tosun, 2006). Comprehensive planning frameworks, such as the 125 sustainability indicators across six dimensions (political, social, ecological, etc.), serve as models for defining the scope and rules of activity (Choi & Sirakaya, 2006).

Critical success factors

Considering the specific variables at play when planning for and establishing community tourism in a specific destination, we must review the existing case studies and additional literature to uncover which success factors have been identified in similar situations. The CSFs can be understood as the elements or activities required for a project to achieve its objectives and be successful (Lucchetti & Font, 2013).

Research into long-term viability identifies CSFs across three strategic areas: commercial viability, institutional capacity (internal affairs), and external linkages (interaction with the outside world). These factors relate broadly to market viability, governance, and socio-psychological support. Commercial success requires meticulous business planning, focusing on profitability and developing attractive products (Lucchetti & Font, 2013). However, success is often undermined by economic leakages, which divert gains to elites and external parties (Ndivo & Cantoni, 2016). Sustainable strategies must actively reduce these leakages to boost local economic development (LED) (Mtapuri et al., 2022). Financial returns are necessary because residents prioritize economic benefits as the most significant outcome of rural tourism (Liu, Chiang, & Ko, 2023; Turčinović et al., 2025), a factor critical since many initiatives require substantial subsidies to operate (Goodwin & Santilli, 2009). Long-term viability rests on strong institutional structures, strong leadership (Ntow-Gyan et al., 2025), and effective management of social capital (Auliah et al., 2024; Grybovyč & Hafermann, 2010). Organisational structures, like the "Langde Mode's" work point system, successfully manage participation and resolve the "free rider" problem (Chen, Li, & Li, 2017). However, implementation is often hampered by institutional obstacles, leading to inequalities (Marsuki et al., 2025). While genuine self-mobilisation fosters sustainability, superficial "interactive participation" can be detrimental to development outcomes (Tabatabaei et al., 2025). Managing external relationships is critical for market access and resilience. Commercial efficacy relies on market proximity and strong private sector links (Lucchetti & Font, 2013). Initiatives also benefit from cross-sectoral synergy, such as tourism driving agricultural activity (Gascón & Cañada, 2025). External factors, including NGO involvement, are crucial for industry revitalisation following shocks (Robinson & Jarvie, 2008). The structure of external power dynamics critically impacts the scope of local participation (Jordan et al., 2013).

Communities must therefore actively seek involvement in external policy processes to manage stakeholder assimilation and ensure local needs are met (Thetsane, 2019; Zielinski et al., 2020).

4 Discussion

The relationship between the identified CSFs from the wider literature and Římov's unique local characteristics confirms that the municipality's assets generally align with established prerequisites for successful CT.

Commercial success relies fundamentally on converting cultural assets into profitable returns by actively reducing economic leakage, a primary strategy for converting passive community acceptance into active CT involvement (Ndivo & Cantoni, 2016; Mtapuri et al., 2022). The local willingness to participate is explicitly reliant on articulating the economic return (Liu, Chiang, & Ko, 2023; Turčinović et al., 2025). Římov appeals to a specific, non-mass market: pilgrims seeking peace and contemplation. Success requires profitable management of this niche through aligned projects like the proposed rectory renovation, rather than pursuing broad commercial appeal (Lucchetti & Font, 2013). Focusing on mobilising locals' "hidden resources" ensures internal benefit distribution (Goodwin & Santilli, 2009).

The long-term viability of the project must leverage Římov's existing institutional capacity. Strong institutional support and social cohesion (Auliah et al., 2024; Grybovyč & Hafermann, 2010) form a strong, pre-existing CSF, critical for managing the municipality's diverse community segments and overcoming internal inequalities (Marsuki et al., 2025). The demand for self-defined boundaries is essential for capacity control, preventing resentment among conservative residents and protecting the core product of tranquillity (Tabatabaei et al., 2025). The model must incorporate participation mechanisms capable of managing the divided community and overcoming the "free rider" problem (Chen, Li, & Li, 2017).

Managing external linkages is crucial for market access and resilience. The severe lack of basic infrastructure (public toilets, water access) is an immediate operational failure, making external funding and municipal coordination paramount (Choi & Sirakaya, 2006). Strategy must strengthen external connections to religious and heritage networks to reach the highly purposeful pilgrim audience, rather than general market proximity (Lucchetti & Font, 2013), thereby preserving the site's spiritual authenticity (Kamamba, 2003). Initiatives should also aim to benefit from cross-sectoral synergy, such as tourism driving local agricultural activity (Gascón & Cañada, 2025). Finally, attracting external resources (e.g., LAG involvement) strengthens community resilience against external shocks, a key requirement for long-term development (Zielinski et al., 2025; Robinson & Jarvie, 2008).

5 Conclusion

This exploratory study confirms that the small municipality of Římov presents a promising case for adopting CT, grounded not only in its cultural assets but also in its level of institutional capacity achieved through recent community development work.

The main theoretical premise of this research lies in its reinforcement and specification of the role of social capital in CT development theory. Our findings imply that high social capital and strong institutional capacity (such as established community worker position and post-ABCD cohesion) should be viewed not merely as one of the CSFs but as structural preconditions that lower risk and enhance resilience. Our findings moreover provide theoretical guidance for applying CT principles to niche, low-volume religious destinations. Success in these contexts is not dependent on broad market appeal or proximity to mass tourism hubs. Instead, our research suggest that it relies on preserving spiritual authenticity by managing external linkages to religious and heritage networks to reach a highly purposeful audience.

The practical implications for the planned projects in Římov are immediate and actionable. The strong social cohesion and leadership identified via the exploratory interviews and the ABCD method (e.g. McKnight, & Russell, 2018) represent a powerful pre-existing CSF, as suggested by research that champions strong social capital and effective internal governance (Auliah et al., 2024; Chen, Li, & Li, 2017). Management must leverage the established community worker position and participatory structures to ensure that new tourism projects prioritise local control (Ndivo & Cantoni, 2016; Mtapuri et al., 2022). Considering the predominantly pilgrimage-adjacent nature of existing tourism, strategy should focus on strengthening external linkages to religious and heritage networks to build robust market connections (Lucchetti & Font, 2013).

Římov acts as an interesting case for testing whether successfully pre-developed social capital and strong leadership can overcome typical institutional and participative obstacles that frequently derail CT initiatives (Marsuki et al., 2025; Ntow-Gyan et al., 2025). The research underscores that genuine empowerment is the necessary structural precondition for translating community cohesion into sustainable economic benefit (Sutawa, 2012). For future research in Římov, the next

phase should ideally comprise multiple steps, such as creating a locally relevant framework of sustainability indicators (Choi & Sirakaya, 2006) that specifically measure the social, cultural, and environmental impacts unique to a small, religion-based destination, and conducting a large-scale quantitative survey to test the causal relationships between the locally prioritised factors (identified through the interviews) and resident support, perceived quality of life, and intention to participate (Kim, Uysal, & Sirgy, 2013).

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ⁱ Where in similar towns and on similar positions the costs are usually covered by multiple grants that must be periodically renewed or reapplied to, which significantly reduces the stability and ability to plan long-term.

ⁱⁱ This information is based on multiple informal interviews with Ms. Lucie Černická who was the initiator of the ABCD method in Římov and the representatives of local municipality.